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Annual performance report of the World Food Programme for 2015

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual performance report of the World Food Programme for 2015, as approved by the Board of the Programme in its decision 2016/EB.A/2, which is also attached.

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FOREWORD BY THE EXECUTIVE DIRECTOR

The year 2015 proved to be one of turmoil. Severe emergencies brought more hardship and instability with devastating life-threatening consequences. At the same time persistent poverty relentlessly undermined food and nutrition security for many of the world's poorest and most vulnerable people, with immediate and long-term physical, social and economic consequences. Yet, 2015 was also a year of tremendous hope, with Member States committing to the Sustainable Development Goals and the actions needed to tackle climate change.

This *Annual Performance Report* describes the World Food Programme's actions and achievements in serving people's emergency, recovery and development needs in 2015. It also covers WFP's provision of vital, common platforms and services for the humanitarian and development community.

Working with over 1,000 non-governmental organizations WFP directly assisted 76.7 million of the world's most vulnerable people in 81 countries. A further 1.6 million people were reached with programmes funded through trust funds, mostly supported by host governments.

This was achieved with WFP's second highest level of voluntary contributions in 2015, some USD 4.8 billion. Seventy-nine percent of expenditure was directed to emergencies.

WFP responded to severe, complex emergencies in Iraq, South Sudan, Yemen, and the Syria region, as well as Ebola-affected West Africa. WFP also responded to major emergencies in the Central African Republic, the Democratic Republic of the Congo, the Horn of Africa, Libya, Mali, Ukraine and Nepal.

The Syria conflict continued unabated. Deepening humanitarian crisis increased hardship and privation, particularly for those trapped in besieged and hard-to-reach areas. Consistent support from WFP's donors enabled our operations to reach every month four million people inside the Syrian Arab Republic and more than four million refugees in Lebanon, Jordan, Turkey, Iraq and Egypt. Funding shortfalls forced hard choices late in the year including cuts in ration sizes.

WFP fulfilled a critical role supporting the system-wide response to the Ebola Virus Disease Outbreak in West Africa. In addition to meeting impacted-people's food and nutrition needs, WFP backstopped national and international logistics and supply chain efforts. Looking forward, WFP began working with the World Health Organization, national governments and the private sector to develop a pandemic supply-chain preparedness and response framework for future emergencies.

The importance of investment in joint preparedness and common-service platforms for effective crisis response was fully demonstrated in April when a devastating earthquake hit Nepal. The recently opened Humanitarian Staging Area in Kathmandu together with a well-coordinated response with United Nations and non-governmental organization partners facilitated rapid life-saving assistance. Within weeks of the earthquake two million people were receiving vital support.

WFP directly reaches the world's most vulnerable people. The *State of Food Insecurity in the World 2015* estimated that some 795 million people continue to endure undernourishment, unable to access sufficient food for a healthy and productive life. Thankfully, the report also demonstrated the tremendous progress made in reducing the incidence of hunger worldwide. Some 72 countries met the Millennium Development Goal (MDG) target to halve hunger, confirming that we can achieve Zero Hunger within our lifetimes.

As we look forward to 2016 and beyond the *Sustainable Development Goals* provide a clear call to action, reclaiming the universal vision of peace and prosperity set by the United Nations more than 70 years ago. The *2030 Agenda* applies to all nations, with the aim of leaving no one behind as well as reaching the furthest behind first. Crucially, this includes the commitment to eliminate food insecurity and malnutrition and achieve *Zero Hunger* in 15 years. With increasing conflict, instability and climate change this is an ambitious and complex task. But it is achievable.

The true test of *Agenda 2030* lies in its implementation. To ensure the World Food Programme contributes to its maximum potential we continue to work on the building blocks necessary for success. These include:

- A new Strategic Plan 2017–2021 that frames how WFP, supporting national partners, enables people to overcome hunger and achieve the Strategic Development Goals at the country level;
- Integrated financial and corporate results frameworks that provide "line of sight" from strategy to programming, planning, budgeting and performance measurement; and
- Finalizing *Fit for Purpose* actions to ensure that our people, in particular national staff, have the skills and competences required to make the *2030 Agenda* a reality.

We remain steadfast in our commitment to the people we serve. By reframing our programmes, developing new partnerships and working in transformative ways we can collectively build a world where every women, man and child lives life to the fullest potential.

Ertharin Cousin

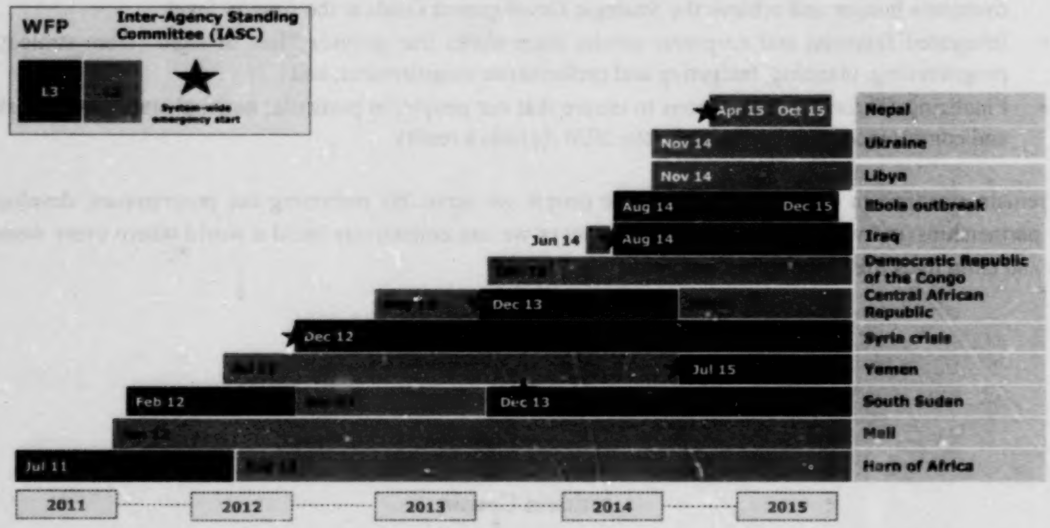
Executive Director

Annual performance report of the World Food Programme for 2015

EXECUTIVE SUMMARY

1. In 2015, an historic commitment was made to ending hunger by 2030 with adoption of the 2030 Agenda and its 17 Sustainable Development Goals (SDGs) by the United Nations General Assembly. Zero hunger is at the heart of the 2030 Agenda, with the aim of ensuring access to nutritious food for the most vulnerable people; tackling the multi-dimensional causes of malnutrition, including health and sanitation issues; and increasing agricultural production through sustainable and resilient food systems. These landmark goals were set at a time when WFP and its humanitarian partners were under the severe pressure of addressing 12 major emergencies in the course of one year.

Figure 1: ***There are more Level 2 and Level 3 emergencies and they are lasting longer***



2. In 2015, WFP and its partners also had to sustain responses to protracted crises in Afghanistan, Chad, Colombia, the State of Palestine, Somalia and the Sudan, which were brought about by conflict, economic shocks and significant disruptions in food systems.

3. WFP provided direct food assistance to 76.7 million people in 81 countries – most of them women and children – compared with the 63 million people identified in the prioritized programme of work in the Management Plan. In 2015, WFP also assisted an additional 1.6 million beneficiaries under trust funds, which are usually established with support from host governments. WFP's assistance has had positive outcomes for many more people through its logistics support for humanitarian operations and the secondary benefits that are generated through programmes such as food assistance for assets. This Annual Performance Report (APR) provides estimates of these indirect beneficiaries for the first time.

4. In 2015, WFP received USD 4.8 billion in voluntary contributions. This is below the record level of USD 5.4 billion received in 2014, in part because of the strengthening of the US dollar against other currencies. During the year, 79 percent of WFP's expenditures were directed to emergencies.

5. Cash-based transfers (CBTs) assisted 9.6 million people during 2015 – 8 percent more than in 2014, but in expenditure terms, only 48 percent of planned CBT distributions were made. After six years of significant annual growth, the global CBT transfer value fell for the first time, from USD 840 million in 2014 to USD 680 million in 2015. This decrease is the direct result of a reduction in the number of transfers to people affected by the Syrian emergency because of reduced donor funding, forcing subsequent decisions to reduce the value of each CBT. However, these aggregate numbers mask a positive underlying trend in the uptake of CBTs. Excluding the Syrian emergency, WFP continued to expand CBTs to its other operations. Transfer values totalled USD 321 million – more than a third higher than in 2014 (USD 236 million).

6. Approximately 12.6 billion rations were delivered at an estimated average cost per ration of USD 0.31 compared with the prioritized programme of work, which envisaged the delivery of 10.72 billion daily rations at an average cost of USD 0.34 per ration.

Global Context

A new global agenda

7. "Transforming Our World: the 2030 Agenda for Sustainable Development" was approved by the United Nations General Assembly on 25 September 2015. Global leaders committed to actions that "leave no one behind" as they launched the SDGs to take forward the work begun under the Millennium Development Goals. With 17 goals and 169 targets, the SDGs seek to build on the Millennium Development Goals and complete what these did not achieve. The broader scale and diversity of the new goals and targets constitute a significant challenge and highlight the global transformations needed to achieve sustainable development and eradicate poverty and hunger.

8. The SDGs expand on the Millennium Development Goals in several important ways. The 2030 Agenda is integrated, interdependent and indivisible, and applies to all countries. Conflict and humanitarian crises are acknowledged as threats to sustainable development, and the reduction of inequality is critical for achieving the SDGs.

Zero hunger

9. SDG 2 provides a vision and blueprint for ending hunger. It addresses the various dimensions of food security and nutrition: its four targets on access, malnutrition, agricultural productivity and resilient food systems reflect complementary areas for action. Achieving the outcomes related to SDG 2 depends on progress in the other SDGs.

10. The belief that hunger can be eradicated within a generation is based on the substantial progress achieved in the last 15 years:

- The proportion of people who suffer from hunger has decreased from 23.3 percent to 12.9 percent.
- While 72 of the 129 countries monitored for progress have reached their Millennium Development Goal targets, 29 countries have also reached the more ambitious World Food Summit target of at least halving the number of undernourished people in their populations.

11. Despite these results, 795 million people – one in nine of the world's population – are undernourished, and 780 million of these people live in developing countries. Moreover, progress towards improved food security continues to be uneven across regions. For example, in sub-Saharan Africa, just under one in every four people, or 23.2 percent of the population, is estimated to be undernourished.

Nutrition

12. The 2015 Global Nutrition Report emphasizes that "good nutrition provides both a foundation for human development and the scaffolding needed to ensure it reaches its full potential. Good nutrition, in short, is an essential driver of sustainable development". The scale of malnutrition is staggering. Worldwide, 159 million children – 24 percent – are stunted and 50 million children suffer from wasting. The majority of stunted children live in Africa (37 percent) and Asia (57 percent). In addition, 2 billion people suffer from micronutrient deficiencies and 1.9 billion are overweight or obese.

13. Nutrition is central to SDG 2 as an input and output of all the other targets. Access to appropriate food is critical to nutrition. Sustainable, biodiverse food systems that provide adequate, nutritious diets also have the potential to drive agricultural growth and transformation. SDG 2.2 on malnutrition is directly dependent on improvements in health (Goal 3), gender equality (Goal 5) and water and sanitation (Goal 6). Good nutrition bridges all of these goals, depending on and contributing to progress in each.

WFP and protracted crises in conflict zones

14. The 2014 APR questioned whether protracted concurrent Level 2 and Level 3 emergencies had become the norm for WFP; events during 2015 suggest that they have. WFP has continued to face protracted crises that require institution-wide responses. At no time in its history has WFP faced so many complex emergencies over such a long period. In the past, emergencies represented peaks in WFP's workload, but this is no longer the case. As the 2015 *The State of Food Insecurity in the World* report noted, "Protracted crises have become the new norm, while acute short-term crises are now the exception." For the millions of people caught in conflict, the misery of displacement and insecurity is compounding their vulnerability. For many, WFP represents the only lifeline.

WFP Response

Heightened and sustained emergency responses

15. WFP excels in responding to emergencies. The 2014 APR noted that WFP's ability to respond to multiple concurrent Level 2 and Level 3 emergencies was influenced by a wide range of changes in the past five years, which have improved the efficiency and effectiveness of its operations.[1] Innovations continued to improve efficiency and effectiveness in 2015:

- *Faster and more comprehensive operational reporting and decision-making.* WFP enhanced its around-the-clock Operations Centre and related operational reporting. Critical operational data can now be accessed on an internal information-sharing platform directly from the mobile devices of operation leaders.

- *Greater use of rapid-response delivery mechanisms.* Opportunities for delivering food assistance can open and close quickly in conflict situations. WFP is therefore using joint rapid response teams together with United Nations and non-governmental partners to deploy in conflict areas when avenues for distributing food open up.

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[1] Paragraph 65.

- *More effective civil and military coordination* – a critical component in many emergencies. WFP has strengthened its civil–military coordination processes, engaging with military organizations more systematically and efficiently.
- *Further expansion of remote management and monitoring,* reaching people in remote areas efficiently using mobile vulnerability analysis and mapping and third-party monitors. These tools provide opportunities for more beneficiary feedback as well as better and faster monitoring of programme activities.

16. Lack of funding limited the effectiveness of some WFP operations in 2015, for example in Iraq and the Syrian Arab Republic. In many operations, WFP was forced to reduce its assistance to focus on the most vulnerable people, leaving others with little or no food assistance. More than 91 percent of funds received in 2015 were earmarked by donors for use in specific projects or activities. This funding shortfall reduced the ability of WFP's country teams to plan for optimum use of resources, inhibiting nutrition impacts and achievement of programme outcomes. WFP continues to advocate for lower levels of earmarked funding.

17. WFP's ability to respond to 12 major emergencies during 2015 has been commended by many stakeholders, but has also stretched WFP's human capacity. During 2015, WFP deployed 5,290 people[2] to Level 2 and Level 3 emergencies – a 9 percent increase over the 4,851 people deployed in 2014. These deployments led to temporary staffing shortages elsewhere, despite an overall increase in the number of short-term staff employed.

Addressing zero hunger

18. Before the SDGs and their targets were agreed, WFP worked in alignment with the Zero Hunger Challenge:

- *Access to food.* A core element of WFP's work is supporting access to food through context-related interventions including safety-net programmes. WFP's school meal programmes are its largest safety net activity. School meals reached 16 million children in 64 countries in 2015. In addition to implementing school meal programmes, and in line with its policy on supporting the transition to, and scale up of, national systems, WFP has provided technical assistance to government-managed school meal programmes reaching 9.5 million children in nine countries.
- *Nutrition.* WFP rolled out the Nutrition Capacity Strengthening Plan, with innovative nutrition programming and learning in six countries.
- *Disaster risk reduction.* The R4 Rural Resilience Initiative reached almost 200,000 people in Ethiopia, Malawi, Senegal and Zambia. R4 provided farmers with USD 2.2 million of micro-insurance protection through insurance for assets, supported their ability to reduce their exposure to climate disasters, and helped them to improve their livelihood opportunities.
- *Climate change.* WFP is also expanding the reach of its climate services by providing 6,000 farmers and their families in Malawi and the United Republic of Tanzania with climate forecasts that can help them make better planting and livestock-maintenance decisions while

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[2] This total includes permanent and temporary duty assignments of international professional staff, national staff, short-term professional staff and consultants.

supporting their ability to prepare for potential climate impacts. Through the Food Security Climate Resilience Facility pilot, 1,000 households in Guatemala and Zimbabwe received financial support to prepare for and reduce the potential impacts of El Niño, enabling them to purchase better drought-resilient seeds and make other investments in their farms.

- *Support for small-scale farmers*. Over the past six years, Purchase for Progress (P4P) reached 1.7 million smallholder farmers. WFP will continue supporting smallholders by incorporating their production into WFP's supply chain, in line with SDG 2.
- *Reducing food losses*. Working with other United Nations agencies and non-governmental partners, WFP is scaling up its work on reducing post-harvest losses in sub-Saharan Africa through training in post-harvest handling techniques and the use of better storage measures.

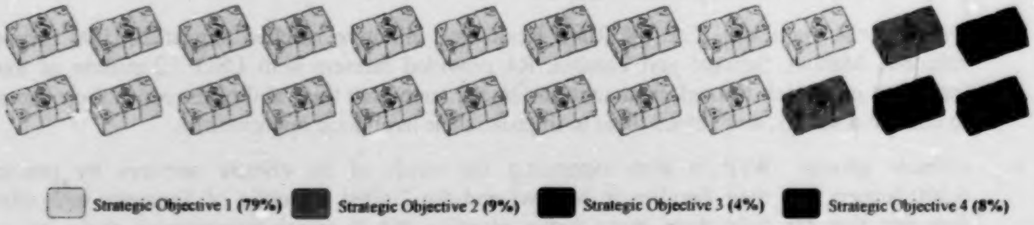
19. WFP continued to address these cross-cutting issues in 2015:

- *Gender*. Gender mainstreaming remained a major priority. A new Gender Policy was approved by the Board in 2015; regional bureaux developed regional gender strategies and began implementing them. The proportion of new projects with gender marker code 2a or 2b[3] increased from 79 to 86 percent in 2015 against the target of 100 percent.
- *Protection*. WFP continued to integrate the protection of affected communities into its operations, reflecting the main lessons arising from an informal review of the Protection Policy in June 2014. WFP has increased the capacity of country offices to address protection issues through training, technical support and coordination with other United Nations agencies.
- *Accountability to affected populations*. The results of a survey show that WFP has made good progress in implementing mechanisms for accountability to affected populations in different types of project, particularly by increasing beneficiary feedback mechanisms. However, the survey also highlights the need for more consistent implementation among country programmes. WFP has identified and begun implementing better practices for improving guidance and fostering learning while strengthening field support by including accountability issues in technical support missions to country offices.

WFP's performance against the Strategic Objectives

20. In 2015 WFP's strengthened monitoring and reporting systems provided stronger evidence of performance against its Strategic Objectives.

Figure 2: ***The proportion of expenditures related to Strategic Objectives in 2015***



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[3] https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf.

Strategic Objective 1 – Save lives and protect livelihoods in emergencies

21. Strategic Objective 1 focuses on emergency response: rapid delivery of food assistance to address urgent needs and reduce undernutrition to below emergency levels; support for human capital and asset-creation programmes for early recovery; and development of capacity to predict and respond to shocks.

22. In 2015, 63 percent of WFP's beneficiaries were assisted under Strategic Objective 1. This objective represented 79 percent of all programme expenditures and met 72 percent of planned needs. These numbers reflect the fact that WFP and donors continue to give priority to life-saving interventions:

- During emergencies in 2015, WFP made effective contributions to saving lives and protecting livelihoods by delivering positive food and nutrition security outcomes, supporting increased humanitarian access and helping to ensure uninterrupted implementation of relief programmes. This positive performance would not be possible without donor support.

- In disaster- and conflict-affected zones, WFP activities to address acute malnutrition and prevent deterioration in nutrition status and related mortality reached 5.6 million people – 40 percent more than in 2014 – receiving nutrient-dense foods through 37 operations in 27 countries.

- In 14 WFP operations, emergency and early-recovery activities were implemented to help restore or stabilize access to community assets and services. Insufficient funding resulted in expenditures totalling only 36 percent of needs and forced several projects to adopt mitigation strategies that reduced the quality or quantity of the programme's intervention services.

- WFP support services for the humanitarian community during emergencies were well resourced: expenditures covered 99 percent of needs. Because of more adequate donor funding, various client and stakeholder surveys demonstrated that WFP was effective in this role.

- Insufficient donor funding resulted in expenditures on capacity development covering only 26 percent of needs. This meant that the outcome-level evidence base for assessing WFP's performance in supporting institutional emergency preparedness continued to be limited in 2015 and the scope of activities in some countries was reduced. However, a high number of government and partner staff received WFP emergency preparedness technical assistance and training. Further data requirements will be defined by partner or government responses to future emergencies.

Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

23. Strategic Objective 2 targets countries emerging from instability, conflict and natural disasters. In these fragile settings, WFP provides food assistance for the poorest and most vulnerable people to support nutrition and food security with a view to helping develop eventual self-reliance.

24. In 2015, 13 percent of WFP's total beneficiaries were assisted under Strategic Objective 2. Activities implemented under this objective represented 9 percent of all programme expenditures; funding shortfalls meant that they met only 30 percent of planned needs. The funding issues also affected distributions: only 30 percent of planned food and 12 percent of planned CBTs could be provided.

- General distributions of food or CBTs in post-emergency settings proved generally effective in improving the food security of targeted vulnerable populations. However, because of insufficient funding, the scale of activities implemented was much lower than planned; activities under Strategic Objective 1 were prioritized first.

- Because of funding gaps, several country offices were forced to shorten the assistance period of nutrition programmes. Nevertheless, food assistance effectively contributed to the recovery of beneficiaries treated for moderate acute malnutrition, and programmes for preventing chronic or acute malnutrition covered large segments of targeted populations.
- The number of assets restored or created by WFP was impressive, including 9,237 km of roads and mountain trails, 156,262 ha of land and 376,980 m^3 of dams. Anecdotal evidence suggests that every asset created provides community benefits and value. However, gaps in outcome-level data and reporting limited assessment of community resilience linked to asset creation.
- WFP provided on-site meals and take-home rations at more than 13,000 schools in post-emergency contexts. These school meals served as an incentive for families to send children to school and contributed to marked improvements in the enrolment and retention of children, particularly girls, in assisted schools.
- Capacity development activities to address food insecurity were severely under-resourced: as a result, expenditures covered only 13 percent of needs. Not surprisingly, the evidence base for assessing WFP's performance was insufficient to draw any conclusions. The national capacity index (NCI) is a robust measure of capacity development outcome-level performance, but its implementation is knowledge and resource-intensive. To facilitate WFP country offices' measurement of progress in capacity development on a yearly basis, WFP is refining a tool and approach to apply the critical concepts underlying the NCI in more agile capacity assessment and measurement processes.

Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

25. Strategic Objective 3 focuses on empowering vulnerable people to become self-reliant for food and nutrition by helping to build their resilience to future shocks. WFP seeks to: leverage its purchasing power to connect smallholder farmers to markets; build household and community resilience and risk-management capacities; and support governments in managing and scaling up safety-net systems.

26. In 2015, 6 percent of WFP's beneficiaries were assisted under Strategic Objective 3. This objective represented 4 percent of all programme expenditures and, because of insufficient donor funding, met only 26 percent of planned needs. This funding shortfall affected the number of beneficiaries assisted and the quantity of food distributed, which decreased by 23 percent and 30 percent respectively since 2014.

    - Despite the decreased programme support, WFP, through the activities implemented in support of SO3, helped to improve the quality of people's diets in addition to increasing their access to functioning assets – even though operations were scaled back significantly to reflect funding levels. This programme reduction is reflected in WFP's output-level performance in some countries.
    - WFP purchased 124,000 mt of food from smallholders and local traders, increasing marketing opportunities in developing countries but falling short of targets for local purchases as a proportion of WFP food distributions. In 2016, WFP will focus on increasing the inclusion of smallholder farmers in its regular supply chain.
    - Output-level achievement of WFP's contribution to risk reduction at the community, country and institutional levels was generally high, although outcome-level reporting was limited.

Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger

27. Under Strategic Objective 4, WFP addresses chronic undernutrition and the intergenerational cycle of hunger by leveraging its field presence and engaging in multi-stakeholder partnerships to enhance capacities for establishing gender-sensitive nutrition policies and programmes.

28. Of WFP's beneficiaries in 2015, 18 percent were assisted under Strategic Objective 4. This objective represents 8 percent of all programme expenditures; insufficient funding meant they met only 32 percent of planned needs.

- WFP-supported programmes to treat and prevent malnutrition were generally effective, despite some monitoring and reporting challenges. WFP is improving guidelines to ensure accurate and complete reporting on coverage, participation and minimum acceptable diet indicators.
- WFP assisted 11.5 million schoolchildren with school meals under Strategic Objective 4 and programmes were comparatively well resourced. This helped to improve school retention rates in nearly all of the countries assisted.
- At the output level, WFP has accomplished several capacity development results through training government counterparts in food security and nutrition data collection and analysis; and supporting the development of national safety-net programmes. However, activities to develop government capacities to manage and scale up nutrition, school meal and safety-net programmes are continuously limited by underfunding. Available funding covered only 12 percent of planned expenditures for programme implementation needs – the largest resourcing gap across WFP programmes.

Performance in cross-cutting areas

29. Achievement of WFP's outputs and outcomes requires the integration of gender, protection and accountability, and partnership issues into project design, implementation and monitoring. These areas were included in the Strategic Results Framework (2014–2017) (SRF) as cross-cutting results. There was a major increase in the number of projects reporting data on them.

- *Gender.* Targets for involving women and girls in decision-making on the use of WFP food assistance were met in more than two thirds of reporting projects across 55 countries – a positive indication of WFP's progress towards the Gender Policy (2015–2020) objective.
- *Protection and accountability to affected populations.* Safety incidents involving beneficiaries travelling to and from WFP programme sites seem to be mitigated for the most part, albeit there is some concern about whether safety issues are always reported. WFP worked to provide more information to beneficiaries and establish feedback mechanisms: two thirds of reporting projects met the related targets.
- *Partnerships.* In 2015, activities in 93 percent of reporting projects were implemented with partners. The value of working with partners is assessed in terms of the funds WFP provides for partners' work, access, knowledge and advocacy. Further work is needed to capture the amount of funding WFP provides to partners and vice-versa. WFP is exploring better ways to engage with community-based organizations in particular.

Trust funds

30. This section focuses on the largest WFP trust fund projects implemented at country and regional levels. These typically involve strengthening national capacities; their performance is presented to provide a more complete picture of WFP's overall achievements.

- WFP assisted 1.6 million direct beneficiaries through trust funds in 2015 – most of them through school meals.
- Through trust fund investments in countries such as India and Peru, where WFP does not implement traditional projects, WFP participated in changed policies and practices as well as in the design and efficiency improvement of government implemented programmes expected to benefit more than 30 million people.
- Trust fund projects include school meals, nutrition, resilience-building activities, and emergency preparedness and response. Their effectiveness is evident in the positive outcomes achieved in 2015 in terms of improving school enrolment rates, reducing the prevalence of anaemia and enabling beneficiaries to consume minimum acceptable diets.
- WFP is integrating procedures for designing, implementing and reporting results of trust fund projects into existing corporate mechanisms.

WFP's Performance Against the Management Results Dimensions

31. The application of the Management Results Dimensions (MRDs) provide a clear indication of WFP's commitment to reporting on its work to improve efficiency and effectiveness. The MRDs were also used in preparation of the 2015 Programme Support and Administrative (PSA) budget.

32. WFP is able to report strong progress across all five MRDs. This reflects: the positive results available from the Global Staff Survey (GSS) undertaken in April 2015 that impacted results reporting on the People MRD, where insufficient data was available in 2014; and year on year improvements in indicators reported under the Accountability and Funding MRD. The current Management Results Framework (MRF) was designed to direct attention to five key priorities for the organization identified in 2013. Given the progress achieved in 2015, the continued relevance of current key performance indicators and targets will need to be reviewed when developing the new CRF.

33. As explained in the Management Plan (2016–2018), WFP reports on "investment cases" that accelerate organizational improvement in line with the Fit for Purpose initiative and that deliver value for money (see Annex XI).

People – WFP is people-centred, investing in staff capability and learning within a culture of commitment, communication and accountability

34. The April 2015 Global Staff Survey indicated improvement in all aspects of WFP's management of people since the previous survey in 2012. In many areas, WFP exceeds global norms:

- There has been a significant improvement in employee engagement in terms of commitment, pride and sense of personal responsibility.
- The proportion of women in leadership positions rose from 38 percent to 39 percent in 2015, and the proportion of women in all positions rose from 41 percent to 42 percent. During 2015, 55 percent of international professional recruits were women and 56 percent of people appointed to leadership positions were women.

- After two years with no improvement, the proportion of leadership positions[4] occupied by staff from developing countries increased by 1 percent to 30 percent. Across all grades, 43 percent of the people recruited in 2015 were from developing countries, up from 35 percent in 2014. WFP's diversity and inclusion strategy aims to increase the number of professionals from developing countries.
- WFP continues to have a high retention rate for its international professional staff. The retention rate in 2015 was 97.3 percent, slightly below the 2014 rate of 98 percent.

Partnerships – WFP is a valuable and trusted partner for beneficiaries, communities, governments, United Nations agencies, non-governmental organizations and the private sector

- WFP received private-sector contributions of USD 94 million in 2015, which exceeded its target of USD 78 million. Of this, USD 89 million was identified as sustainable revenue.
- Partnerships with other United Nations agencies were established by all country offices.
- The level of South–South and triangular cooperation by country offices increased from 45 percent in 2014 to 60 percent of total country offices in 2015. The main areas of cooperation were school meals and social protection.
- There was a high level of customer satisfaction for activities of all the clusters.
- WFP met the targets for eight of the common indicators of Quadrennial Comprehensive Policy Review (QCPR) implementation and exceeded the targets for most of them.
- All new WFP country programmes were aligned with United Nations Development Assistance Frameworks.

Processes and Systems – WFP has efficient processes and systems that support optimal project design and implementation, supply chains, learning, sharing and innovation

- Of ongoing projects starting before or during 2015, 75 percent had outcome indicators with baseline and target values entered in COMET.[5] Baselines were not determined in all cases, but this is in any case a significant increase from the 65 percent reported in 2014.
- WFP continued to exceed its targets for reducing the lead time for food deliveries by using advance financing mechanisms and the Global Commodity Management Facility (GCMF). The average lead time for countries using GCMF supply lines was 37 days; the gain was lower than in 2014 because of the expansion of the East Africa GCMF supply line in response to the Yemen emergency.
- In its response to the Nepal earthquake, WFP met its target to begin food distribution within three days of the Government's request for assistance.
- In August 2015, WFP launched an Innovation Accelerator office in Munich, Germany to help implement high-impact innovations for achieving zero hunger. It provides a creative environment where WFP staff and external innovators – including private-sector organizations, universities and technology providers – work together to design cutting-edge solutions.

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[4] P5 level and above.

[5] Country office tool for managing effectively.

- WFP saved USD 39 million during 2015 by procuring food, goods and services in more efficient ways.

Programmes – WFP has programmes that effectively and efficiently deliver assistance to the people it serves and build capacity

- WFP exceeded 7 of the 15 indicators of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and met a further five indicators. WFP has action plans in place to address the remaining three indicators, although it is unlikely that gender parity will be achieved by 2017.[6] Gender parity is a challenge faced by the entire United Nations system.
- Of WFP's country offices, 66 percent reported that they have functioning complaint and feedback mechanisms in place – 14 percent more than the 2014 measurement of 49 percent.
- The target of 100 percent completion of planned evaluations managed by the Office of Evaluation was exceeded in 2015, when three more evaluations were completed than planned. Evaluations are a major source of evidence for learning and improvement in WFP.
- WFP has used various media to promote its work and reputation. WFP's work was referenced in 116,453 news clips – 13 percent more than in 2014. The coverage was overwhelmingly positive.
- WFP continues to increase its online social presence. WFP maintained a total of 2.8 million followers in 2015 on Facebook, Twitter and Google+ – a 20 percent increase over 2014.

Accountability and funding – WFP is transparent, providing value for money and accountability for all its resources, and is fully funded

35. WFP's performance indicators reflect progress on this MRD, although funding levels were lower than the historic high levels of 2014.

- WFP received contributions totalling USD 4.8 billion in 2015 – a reduction of USD 573 million compared to 2014. The main reason for the decline in contributions was the strengthening of the United States dollar, which reduced the dollar value of contributions received in other currencies by an estimated USD 300 million, while registered needs grew by USD 200 million to USD 8.7 billion. As a result, the percentage of needs funded decreased to 58 percent compared with 66 percent in 2014.[7]
- Level 3 emergencies received the highest level of funding at 62 percent of needs. The funding levels for country programmes varied significantly.
- Most of WFP's multilateral donors maintained or increased their contributions during 2015, but the increased value of the United States dollar resulted in a USD 29 million reduction compared to 2014.

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[6] The UN-SWAP deadline.

[7] Funding levels are based on confirmed donor contributions of USD 5.1 billion.

- Multi-year contributions fell slightly from a record high of USD 590 million[8] in 2014 to USD 512 million in 2015. This nevertheless represents more than two and a half times the level of multi-year contributions received in 2011.

- All directors completed an assurance statement for the year ending 31 December 2015, enabling the Executive Director to issue a statement on the effectiveness of internal controls. WFP updated its internal control framework to reflect progress since its introduction in 2011 and new international standards. WFP is one of the few United Nations organizations to provide its stakeholders with such a level of assurance.

- WFP's greenhouse-gas footprint is calculated retrospectively; this APR covers the 2014 footprint, when WFP was forced to rely extensively on airborne responses in some of its large Level 3 emergencies. This led to a 93 percent rise in emissions above the 2008 baseline. Recognizing that some life-saving actions carry a climate cost, WFP has purchased high-quality, certified carbon credits from the United Nations Framework Convention on Climate Change Adaptation Fund[9] to fully offset the impact of the emissions.

Organizational strengthening focus areas

36. WFP recognizes that it is necessary for it to change and adapt to ensure that it maintains the highest standards of excellence. In 2015 the focus areas were:

- *People.* In line with its People Strategy, WFP worked to build a performance mindset by improving its performance management processes and talent-management systems; shifting its focus to national staff by providing more training and development opportunities; and equipping high-impact leaders by providing targeted leadership development and training programmes.

- *Security and wellness.* WFP continued to help ensure the safety and wellness of staff by establishing a Wellness Division and a USD 10 million fund for wellness activities.

- *Inter-governmental and strategic partnerships.* Together with the other Rome-based agencies (RBAs), WFP used a new advocacy framework to guide its engagement in international fora on the actions needed to achieve zero hunger.

- *Common services provision and inter-agency support.* WFP continued to provide a range of services to the humanitarian community through its leadership of the IASC logistics and emergency telecommunications clusters, and co-leadership with the Food and Agriculture Organization of the United Nations (FAO) of the global food security cluster. This was most evident during the Ebola emergency.

- *Programme design processes, platforms and systems, and evidence-based decision-making.* WFP worked to increase its effectiveness through evidence-based programme design and implementation, and transformations in critical platforms and systems.

- *Flexibility in funding and efficient resource usage.* WFP made further progress in restructuring its financial framework to promote resource-based planning, country-level programming and greater flexibility and predictability of funding.

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[8] The USD 630 million reported in the 2014 APR was reduced to USD 590 million following a reclassification of contributions after the report was prepared.

[9] WFP purchased three years of offsets to reflect likely emissions for 2014, 2015 and 2016, and for optimum cost-effectiveness.

Looking forward

37. 2015 saw the adoption of the 2030 Agenda and the 17 SDGs. Zero hunger is at the heart of this new agenda, as recognized in SDG 2. In 2016, WFP and the entire humanitarian community must build the foundation needed to achieve the SDGs. In 2016, WFP must also remain focused on addressing the immense needs of ten continuing major emergencies. WFP will continue to work with governments to prepare for the full force of El Niño and the life-threatening impacts foreseen in 2016.

38. WFP will prepare for the major strategic, programmatic, operational and financial transformations needed to meet the 2030 Agenda. The scale of these transformations is significant and implies major changes in the systems used to support all WFP operations.

39. During 2016, WFP will:

- Prepare a Strategic Plan (2017–2021), one year earlier than planned, to align WFP's Strategic Objectives to the SDGs.
- Propose a major shift to Country Strategic Plans to align with the SDGs' focus on nationally driven programmes.
- Combine strategic and management results frameworks in a single framework for corporate results, align results to new Strategic Objectives and promote resource programming that links to strategic results.
- Develop a new financial framework that aligns WFP's financial planning and management to country-based programming.

40. The first World Humanitarian Summit, held in Istanbul in May, was well timed. Despite record levels of financing for humanitarian assistance, WFP and its thousands of partners are struggling to provide for the high levels of need. The summit acted as a catalyst for change in the humanitarian system and its relation to development. The summit also provided an opportunity for WFP to build on its organizational strengths and adapt further to the complexity, scale and duration of major crises.

Achieving excellence in programme and performance management

41. The APR is an accountability document that aims to present a comprehensive picture of WFP's performance based on evidence. WFP has continued working to fill gaps and address limitations in the evidence available, particularly at the outcome level, and to implement robust systems for data gathering and analysis, including the fuller deployment of COMET and the WFP's corporate digital beneficiary and transfer management platform (SCOPE). The stronger links between resources and results, as envisaged in the Financial Framework Review and CRF, will create a "line of sight" between how WFP costs activities and what it expects to achieve.

42. In 2015, WFP topped the list of 381 organizations that took part in the International Aid Transparency Initiative. This reflects its commitment to excellence in programme and performance management, using robust analyses of evidence to measure and report on its performance. Since joining this initiative in 2012, WFP has steadily improved the timing, quality and quantity of the data it publishes.

PART I - INTRODUCTION

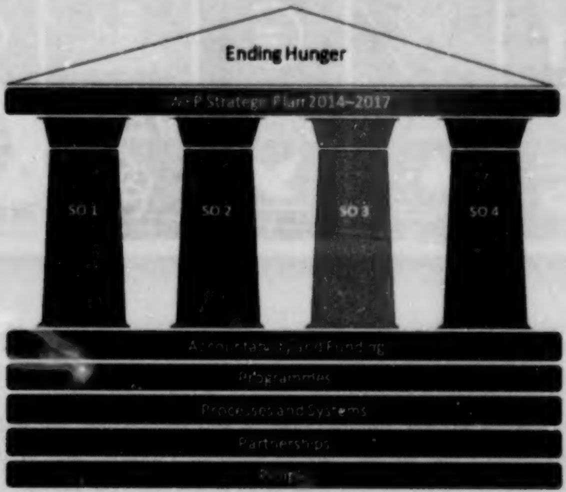
43. The mission of the World Food Programme (WFP) is to end global hunger. To achieve this WFP works with governments and other partners to ensure that hungry people – girls and boys, women and men – have access to nutritious food all year round, particularly during crises.

44. WFP's work is set out in the Strategic Plan (2014–2017) and operationalized through the Strategic Results Framework (SRF) and the Management Results Framework (MRF). This report assesses WFP's performance in 2015 against these frameworks, in accordance with the United Nations principles for harmonized results reporting.[10]

45. Analysis of projects reporting on key outcome indicators shows that programme implementation was effective under Strategic Objective 1 – Save lives and protect livelihoods in emergencies, Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies, and Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger. Some progress was made towards Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs. Part II provides more detailed information.

46. WFP is able for the first time to report strong progress across all five Management Result Dimensions (MRDs). This reflects the positive results of the April 2015 Global Staff Survey, which affected results reporting in the People MRD, for which insufficient data was available in 2014, and year-on-year improvements in indicators reported under the Accountability and Funding MRD.

Figure 3: ***Assessment of WFP's performance in 2015***



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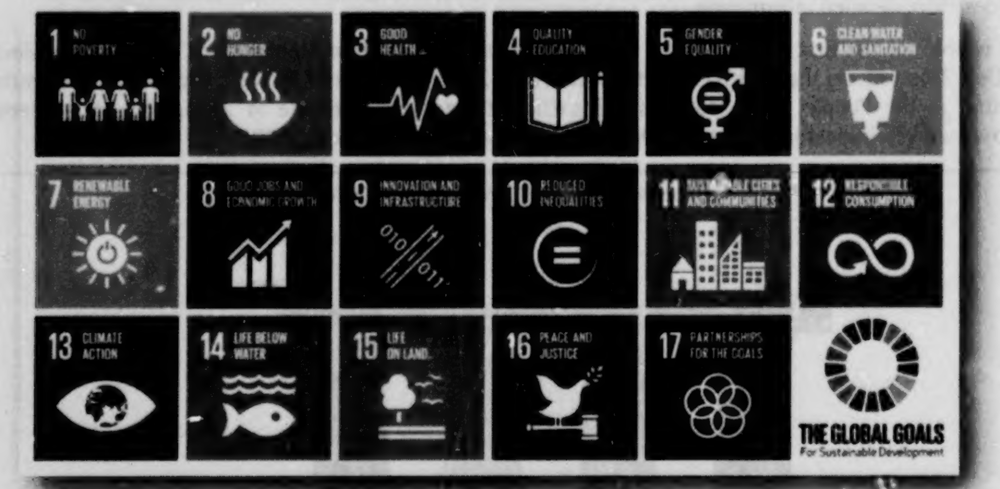
[10] United Nations Development Group and the High-Level Committee on Management. 2011. *Common Principles of Results Reporting: A UNDG-HLCM Joint Study – Final Report.* New York.

Strategic Context

47. In 2015 the world committed to ending hunger by 2030 with the adoption of the 2030 Agenda for Sustainable Development, with its 17 SDGs. Zero hunger is at the heart of the new agenda and means ensuring access to nutritious food for the most vulnerable; tackling the multi-dimensional causes of malnutrition, including health and sanitation; and increasing agricultural production through sustainable and resilient food systems. This landmark goal has been set at a time when WFP and its humanitarian partners are under severe pressure. WFP faces more complex and protracted emergencies than ever before, most of which are in areas affected by conflict, and there are more displaced people than at any time since the Second World War: the number exceeded 60 million for the first time in 2015. These immediate humanitarian needs must be tackled, but so must the careful work needed to build the safety nets, resilience and capacity required to end hunger in the next 15 years.

2030 Agenda

*Figure 4: **The Sustainable Development Goals***


1 NO POVERTY
2 NO HUNGER
3 GOOD HEALTH
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 RENEWABLE ENERGY
8 GOOD JOBS AND ECONOMIC GROWTH
9 INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE AND JUSTICE
17 PARTNERSHIPS FOR THE GOALS
THE GLOBAL GOALS
For Sustainable Development

48. The SDGs expand on the MDGs in several important ways:

- The 2030 Agenda is integrated, interdependent and indivisible: the goals and targets are mutually reinforcing. It addresses the various dimensions of poverty, and it is to be implemented in its entirety. This will require multi-sector strategies at the national level.
- The 2030 Agenda applies to all countries. The SDGs are the result of a process owned and led by governments; they have been adopted by all Member States of the United Nations; and developed and developing nations are responsible for implementation.

- **Conflict and humanitarian crises are acknowledged as a threat to sustainable development. The 2030 Agenda acknowledges the potential for conflict, displacement, natural disasters, environmental degradation and pandemics to reverse developmental progress. The Agenda recognizes the need to promote disaster risk reduction and build the resilience of the most vulnerable, including refugees and internally displaced persons (DPs). It also calls for strengthened support to populations affected by complex humanitarian emergencies and terrorism.**

- **The SDGs encompass the three dimensions of sustainable development. Economic and environmental concerns are core elements of the 2030 Agenda. The SDGs relating to climate change, oceans, ecosystems and sustainable consumption and production aim to protect the natural environment for future generations. Goal 8 recognizes the importance of economic growth and employment in lifting millions of people out of poverty, and Goal 9 encourages investment in infrastructure and technology to drive economic transformation.**

- **The reduction of inequality is critical for achieving the SDGs. Goal 5 promotes gender equality and the empowerment of women and girls. Its targets are related to women's full participation in leadership and decision-making in the private and public sectors, and equal rights to economic goods such as property, land and financial resources. The targets of Goal 10 – equality among nations – are related to economic equality, responsible migration, and financial flows to least-developed countries.**

Zero hunger

49. **As shown in Figure 5, SDG 2 provides the vision and blueprint for ending hunger. It addresses the various dimensions of food security and nutrition, and its targets for access, malnutrition, agricultural productivity and resilient food systems reflect complementary areas for action. Achievement of outcomes related to SDG 2 depends – directly and indirectly – on progress in other elements of the SDGs.**

Figure 5: ***The goals and targets for SDG 2 relevant to WFP***

[illegible]

Goal 2.1 **By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round**

Goal 2.2 **By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons**

Goal 2.3 **By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment**

Goal 2.4 **By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality**

50. The treatment of hunger in the SDG framework is a significant improvement on that in the MDGs. Food security and nutrition concerns were previously subsumed in MDG 1 on poverty eradication, and focused on underweight children and the prevalence of undernourishment, whereas SDG 2 adopts a comprehensive approach to the various dimensions of food security and nutrition with targets on access, malnutrition, agricultural productivity and resilient food systems, and complementary areas for action.

51. The potential for transformative change is increased by the integrated nature of the 2030 Agenda. Outcomes related to SDG 2 depend directly and indirectly on progress in other elements. The interdependence of the SDGs is reflected in the linkages between SDG 2.1 on access and Goal 1 on poverty eradication, Goal 4 on education, Goal 5 on gender equality, Goals 8 and 9 on economic growth and infrastructure, Goal 10 on inequality, and Goals 13 and 15 on climate change and land degradation. Goal 16 on peaceful societies and Goal 17 on the means of implementation and global partnership are fundamental to the achievement of the 2030 Agenda as a whole.

52. Nutrition – an input and output of all the other SDG targets – is central to SDG 2. Access to high-quality age-appropriate food is essential, and sustainable, biodiverse food systems that provide adequate and nutritious diets have the potential to drive agricultural growth and transformation: achievement of SDG 2.2 on malnutrition depends on improvements in health under Goal 3, Goal 5 on gender equality and Goal 6 on water and sanitation. Nutrition bridges all of these goals, depending on and contributing to progress in each.

53. One of the goals of SDG 17 is to promote public, public–private and civil-society partnerships, building on the experience and resourcing strategies of existing partnerships. The 2030 Agenda requires all

United Nations organizations to work together through a nationally driven and people-focused approach to address all 17 SDGs. WFP already partners with other United Nations agencies, leads three humanitarian clusters[11] and is committed to forging strong partnerships in areas where its comparative advantages can be used for the good of the United Nations system.

Zero hunger – the current situation

54. The belief that hunger can be ended within a generation is based on the substantial progress achieved in the last 15 years. The 2015 *State of Food Insecurity in the World* report[12] took stock of progress towards two international hunger targets:

- the 1996 World Food Summit committed to eradicating "... hunger in all countries, with an immediate view to reducing the number of undernourished people to half their present level no later than 2015";
- MDG 1 committed to "cutting by half the proportion of people who suffer from hunger by 2015".

55. The results achieved have been remarkable:

- The proportion of people suffering from hunger has fallen from 23.3 percent to 12.9 percent, narrowly missing the MDG target.
- 72 of the 129 countries monitored reached the MDG target, and 29 of these 72 met the World Food Summit target of at least halving the number of undernourished people in their populations.
- Taking into account the 1.9 billion increase in the global population "... about 2 billion people have been freed from a likely state of hunger over the past 25 years".

56. Despite these impressive results, 795 million people – one in nine of the world's population – are undernourished; 780 million of these people live in developing countries. The number of undernourished people has declined by 21.4 percent – 216 million – since 1990/92, missing the World Food Summit numerical target of 500 million.

57. Progress towards food security continues to be uneven. The 2015 State of Food Insecurity in the World report noted: "Some regions have made remarkably rapid progress in reducing hunger, notably the Caucasus and Central Asia, Eastern Asia, Latin America and Northern Africa. Others, including the Caribbean, Oceania and Western Asia, have also reduced their prevalence of undernourishment, but at a slower pace […] In two regions, Southern Asia and sub-Saharan Africa, progress has been slow overall […] In sub-Saharan Africa, just under one in every four people, or 23.2 percent of the population, is estimated to be undernourished in 2014/16. This is the highest prevalence of undernourishment for any region and, with about 220 million hungry people in 2014/16, the second highest burden in absolute terms. In fact, the number of undernourished people even increased by 44 million between 1990/92 and 2014/16."

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[11] WFP leads the logistics and emergency telecommunications clusters and is a joint leader with FAO of the food security cluster.

[12] FAO/IFAD/WFP. 2015. *The State of Food Insecurity in the World: Meeting the 2015 International Hunger Targets: Taking Stock of Uneven Progress.* Rome. http://www.fao.org/3/a-i4646e.pdf.

Nutrition

58. The 2015 *Global Nutrition Report*[13] states that "... good nutrition provides both a foundation for human development and the scaffolding needed to ensure it reaches its full potential. Good nutrition, in short, is an essential driver of sustainable development."

59. The scale of malnutrition is staggering: 159 million children are stunted, and 50 million children suffer from wasting. Africa is home to 37 percent of stunted children, Asia to 57 percent.[14] Micronutrient deficiencies affect 2 billion people, and 1.9 billion people suffer from overweight and obesity.

60. Inadequate nutrition before pregnancy and in the 1,000 days from conception to 2 years of age can irreversibly impair a child's growth and development. This leads to significant losses at the individual level, and contributes to losses in national productivity and economic growth. Among children under 5, undernutrition is the underlying cause of 45 percent of deaths – 3.1 million every year. Undernutrition also increases the risk of non-communicable disease later in life.

61. The prevalence of stunting worldwide has fallen by a third over the past two decades, but numbers continue to rise in Africa and Oceania. Levels of anaemia among women aged 15–49 have not declined. These and other effects of undernutrition are expected to rise in fragile states, where extreme poverty is forecast to become more concentrated.

62. The prevalence of overweight and obesity among children in low-income and middle-income countries is increasing faster than in the developed world. Asia and Africa are home to three quarters of the total. Many countries now face a double burden of both undernutrition and over-nutrition.

Protracted crises in conflict zones – the norm for WFP

63. The 2014 APR questioned whether protracted concurrent Level 3 and Level 2 emergencies had become the norm; events during 2015 suggest that this is indeed the case. WFP has continued to face protracted crises that require institution-wide responses. At no time in its history has WFP faced so many complex emergencies over such a long period. In the past, emergencies represented peaks in WFP's workload: this is no longer the case. As the 2015 State of Food Insecurity in the World report noted, "... protracted crises have become the new norm, while acute short-term crises are now the exception". For the millions of people caught in conflict, the misery of displacement and insecurity is compounding vulnerability. For many, WFP represents the only lifeline.

64. The changing nature of emergencies is shown in Figure 6. The rhythm of sudden and slow-onset natural disasters has not changed radically in the past six years: WFP continues to face one to three such emergencies each year. However, complex emergencies rooted in military conflict have increased markedly. Limited humanitarian access is a major challenge in these situations, often because of the proliferation of armed non-state actors. WFP and its partners often have to negotiate humanitarian access through a complex web of rival armed groups. At times they struggle to reach hungry people in conflict zones, when food assistance is cut off from those who need it most.

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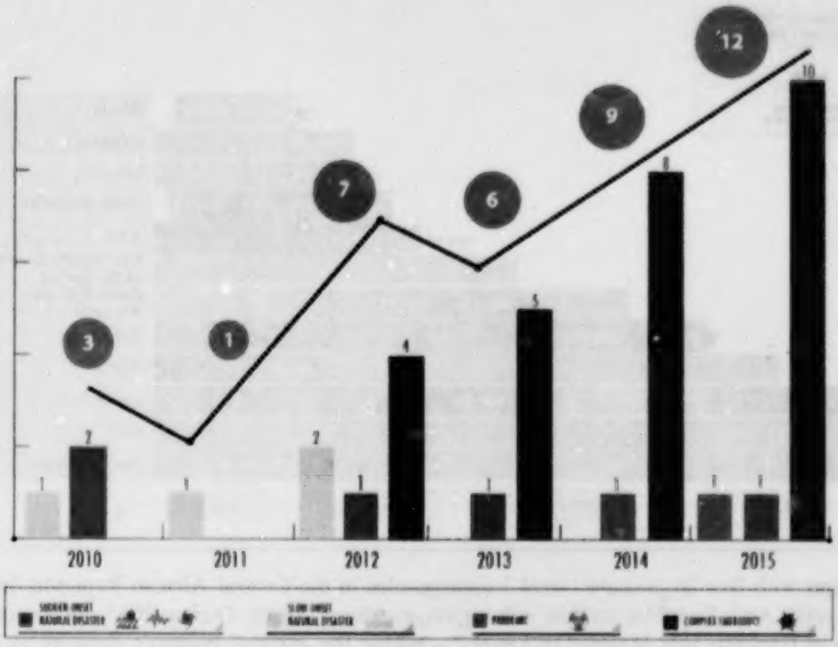
[13] International Food Policy Research Institute (IFPRI). *2015 Global Nutrition Report: Actions and Accountability to Advance Nutrition and Sustainable Development*. Washington, D.C.

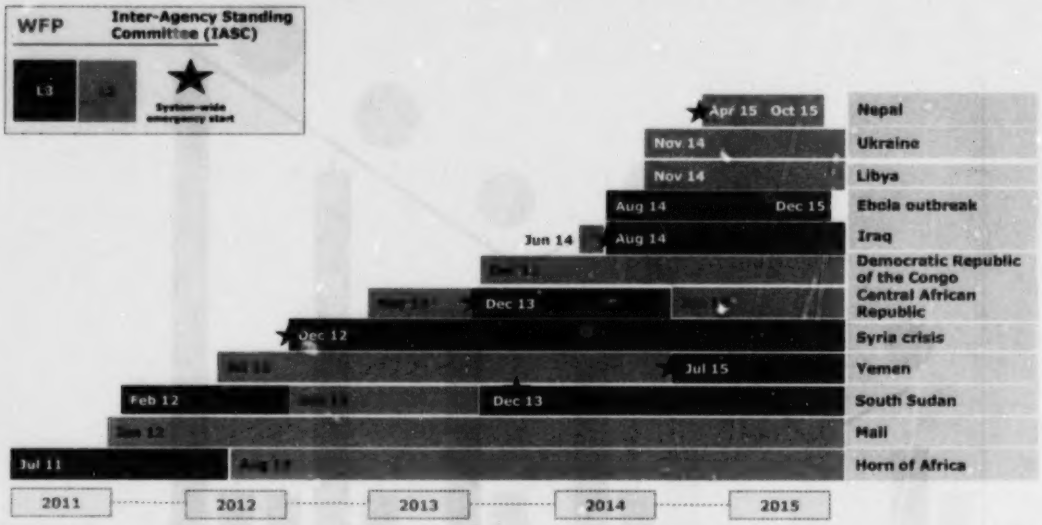
[14] See: http://data.worldbank.org/child-malnutrition.

Figure 6: ***The changing nature of humanitarian emergencies***



65. **Figure 7 highlights the increasing length of major emergencies active in 2015. For most of the year WFP was responding to six Level 3 emergencies, and 10 of the 12 Level 2 and Level 3 emergencies persisted throughout the year.**

*Figure 7: **There are more L2 and L3 emergencies and these are lasting for longer***



66. The year began with five large-scale Level 3 emergencies in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and the sub-region and West Africa. During 2015 the response in the Central African Republic was lowered to Level 2 – within the regional bureau's capacity to manage – and in December the Ebola outbreak in West Africa was lowered to Level 1 – within the country offices' capacity to manage. A major emergency was declared following the earthquake in Nepal, which required a Level 2 response from April to October, and the conflict in Yemen escalated and required a Level 3 response from July.

67. During 2015, the number of displaced people exceeded 60 million – the highest ever recorded.[15] One person in every 122 is now displaced.

68. The Syrian Arab Republic is the largest displacement crisis in the world, with millions of people forced to leave their homes, often several times; there are 6.5 million IDPs and 4.3 million refugees in neighbouring countries. Refugees account for a quarter of the population of Lebanon and a tenth of the population of Jordan. The 13.5 million people remaining inside the Syrian Arab Republic, of whom 6 million are children, require humanitarian assistance and protection.

69. In Iraq the number of people requiring humanitarian assistance grew from 5.2 million to 8.2 million during 2015; the number of IDPs increased by 50 percent to 3.2 million. Iraq also hosts 245,000 Syrian refugees. Nationally, food security remained stable, but high levels of inadequate food consumption were repeatedly identified in conflict-affected governorates. The households of IDPs were worse off than non-displaced households in terms of food consumption and dietary diversity. Prospects for the 2016 barley and wheat crops are uncertain because of conflict in food-producing governorates; crop failure would have serious implications for national food security.

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[15] http://www.unhcr.org/558193896.html.

70. In April 2015 escalation of the conflict in Yemen led to a sharp decline in food security. By the end of the year 21.2 million people required humanitarian assistance, 14.4 million people were food-insecure, of whom 7.6 million were severely food-insecure, and 320,000 children were severely malnourished. The conflict has increased chronic vulnerabilities, and restrictions on the movement of food and fuel have aggravated humanitarian needs.

71. Conflict, economic crisis and currency devaluation affected South Sudan in 2015. Food and fuel prices increased sharply in the second half of the year, limiting access to food in a country dependent on imports. The food security situation worsened as people were cut off from assistance: in October, 40,000 people were facing life-threatening hunger.

72. Beyond these high-profile emergencies, WFP continues to provide food assistance in conflict zones in Afghanistan, Chad, Colombia, the State of Palestine, Somalia and the Sudan.

WFP Response

Heightened and Sustained Emergency Responses

73. WFP continues to excel in responding to emergencies. The 2014 APR noted that WFP's ability to respond to concurrent Level 2 and Level 3 emergencies was influenced by changes in the past five years that have improved its efficiency and effectiveness.[16] Further innovations in 2015 include:

- Faster and more comprehensive operational reporting and decision-making. WFP enhanced its 24/7 Operations Centre and related operational reporting. Key operational data can now be accessed on an internal information-sharing platform directly from the mobile devices of operation leaders.
- More use of rapid-response delivery mechanisms. Opportunities to deliver food assistance can open and close quickly in conflict situations: WFP is therefore using joint rapid response teams with its United Nations and NGO partners to facilitate deployment in conflict areas when avenues for distributing food open up.
- More effective civil–military coordination. This is critical in many emergencies, and WFP has strengthened its civil–military coordination processes by engaging with military organizations more systematically and efficiently.
- Further expansion of remote management and monitoring to reach people in remote areas by using mobile vulnerability analysis and mapping (mVAM) and third-party monitors. These tools provide opportunities for more beneficiary feedback as well as better and faster monitoring of programme activities.

Nepal earthquake

74. The 7.8 magnitude earthquake near Kathmandu on 25 April 2015 killed 9,000 people and injured 22,000. International support was requested within 24 hours and WFP declared a Level 2 emergency that reached 2 million people in the first 34 days and an additional 1 million in the next 32 days; it included an operation to reach mountain communities with helicopters and porters. The effectiveness of WFP's response was enhanced by a humanitarian staging area built just a month before the earthquake. The

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[16] Paragraph 65.

Level 2 response was deactivated in October as WFP prepared a three-year protracted relief and recovery operation (PRRO).

Yemen

75. WFP has assisted 1 million people every month[17] since the conflict began in April, and reached 2.8 million people with emergency food assistance in October. WFP had to manage operations remotely for four months following a temporary evacuation of international staff in March. The plan to scale up to reach between 3 million and 5 million beneficiaries a month by the end of 2015 could not be implemented because of resource limitations and lack of secure humanitarian access.

Ebola outbreak

76. In August 2014, WFP declared a Level 3 emergency to respond to the largest-ever Ebola outbreak in Guinea, Liberia and Sierra Leone: there were 28,601 reported cases and 11,300 deaths. WFP assisted 3.7 million people with food, cash and nutrition support and provided logistics support for the wider humanitarian community, transporting 25,000 people and 112,000 m^3 of cargo. By December, the virus was considered contained and within the capacity of host governments and humanitarian country teams to manage. The Level 3 emergency was therefore deactivated.

Syrian Arab Republic

77. WFP provided food assistance to an average of 3.7 million people every month[18] in 12 of the 14 Syrian governorates during the final quarter of 2015. The presence of armed groups continued to prevent deliveries to Deir Ezzor and Ar-Raqqa governorates. Insecurity and access restrictions were also a problem in several high-conflict areas. Food assistance for 500,000 people was delivered by convoys from Turkey and Jordan, which transported 101,000 family rations to opposition-held areas of Aleppo, Idleb and Dar'a.

South Sudan

78. WFP planned to assist 3.2 million people in South Sudan in 2015: life-saving emergency assistance for 1.6 million people directly affected by the conflict, and a recovery operation for another 1.6 million. Facing enormous access challenges, WFP and its partners created and deployed rapid response teams when security conditions allowed. Through these teams, WFP assisted more than 1.3 million people, including 220,000 children under 5 who received supplementary feeding.

Iraq

79. Because access was restricted in conflict-affected governorates, WFP worked with local partners to reach isolated communities. WFP reached 1.5 million people in the 18 governorates of Iraq with family food parcels, vouchers and three-day immediate-response rations. The immediate-response rations were pre-positioned and distributed to transient IDPs through a rapid response mechanism, in collaboration with UNICEF and NGO partners.

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[17] The beneficiaries supported each month often change because of the movement of IDPs. WFP supported a total of 8.9 million beneficiaries in 2015.

[18] The beneficiaries supported each month often change because of the movement of IDPs. WFP supported a total of 4.9 million beneficiaries in 2015.

Central African Republic

80. By December 2015, WFP was providing food assistance for 400,000 people through general food distributions, cash-based transfers, nutrition support, school meal programmes and food assistance for assets (FFA). When schools reopened in September 2015, WFP scaled up its school meal programme. To tackle malnutrition, WFP provided nutrient-dense food – SuperCereal and fortified oil – for all children under 5 and pregnant and lactating women in severely food-insecure households. Where markets were functioning, WFP provided food vouchers to enable greater choice and a sense of normality for 100,000 people. Because of insecurity and poor roads, the United Nations Humanitarian Air Service (UNHAS) is often the sole means of transport for humanitarian workers and supplies: 100 organizations relied on UNHAS, which transported 1,500 workers and 18 mt of cargo every month.

Funding

81. A critical lack of funding was a significant hindrance to the efficiency and effectiveness of some WFP operations in 2015. In many operations, WFP was forced to reduce its assistance to focus on the most vulnerable families, leaving others with little or no food assistance. For instance, in Iraq, despite the generosity of donors, humanitarian needs continued to increase while funding shortfalls grew. An overall funding level of 40 percent of needs forced WFP to reduce voucher values and ration sizes and support fewer people than planned. In the Syrian response, reduced funding led to the decision to reduce the transfer value of each ration.

82. More than 91 percent of funding received in 2015 was earmarked by donors for use on specific projects. Earmarking reduces the ability of country teams to plan for optimum use of resources and inhibits nutrition impacts and the achievement of programme outcomes. WFP continues to advocate for lower levels of earmarked funding.

The effects of complex emergencies on other work

83. WFP's ability to respond to 12 major emergencies during 2015 was commended by many stakeholders, but it also stretched WFP's human capacity:

- The Annual Evaluation Report commented that "the high visibility of Level 3 emergencies, and the global demands of managing several such emergencies concurrently have at times had unintended consequences for chronic, underfunded and lower-level emergencies."
- The 2015 Annual Report of the Inspector General stated that the strain on WFP of dealing with multiple, concurrent, long-term emergencies is among the increasingly complex challenges faced by WFP; and that multiple Level 3 emergencies have been stretching the availability of staff for deployment.

84. The effects of major emergencies on staffing are significant. WFP deployed 5,290 people[19] to Level 3 and Level 2 emergencies in 2015, a 9 percent increase from the 4,851 people deployed during 2014. This led to staffing shortages elsewhere despite an overall increase in the number of short-term staff employed.

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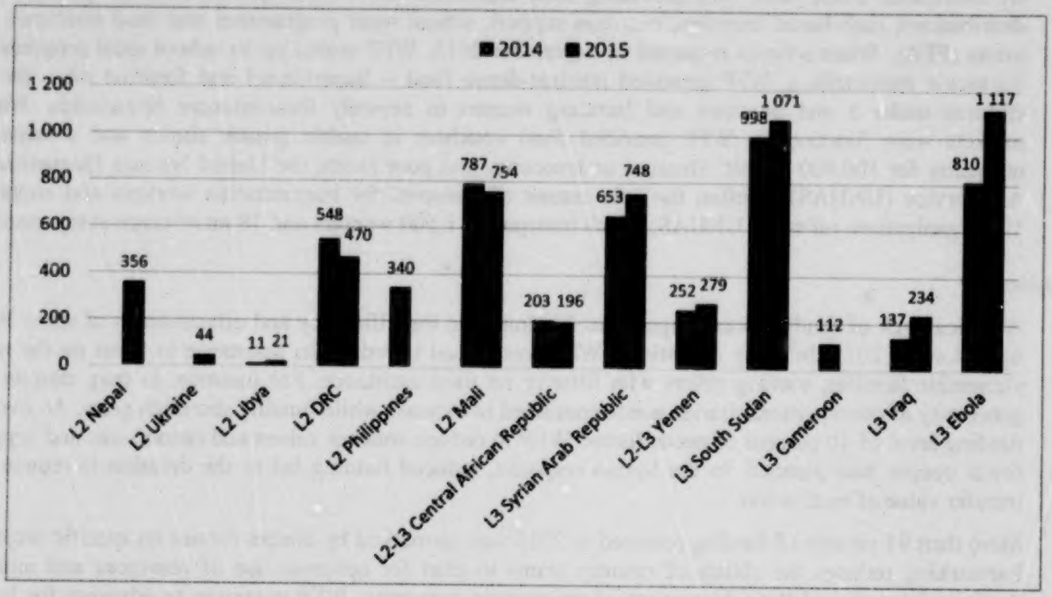
[19] This includes permanent and temporary duty assignments of international professional staff, national staff, short-term professional staff and consultants.

Figure 8: ***The changing shape of deployments of WFP staff to emergencies***



85. Figure 8 shows how deployments to emergencies evolved during 2015. The main features were a 37 percent increase in deployments to Ebola-affected countries and a 70 percent increase in deployments to Iraq. Deployments to South Sudan, the Syrian region and Yemen also increased, but deployments to Yemen were affected by the remote management of the operation for four months. The emergency response roster launched in 2014 seeks to provide for more rapid staff deployments in emergencies.

Preparedness activities

86. Staff capacities, deployment and well-being remain crucial concerns and are the highest priorities for strengthening of emergency preparedness and response. WFP's work on preparedness has influenced the approach of the IASC to emergency preparedness, which draws on WFP's experience. During 2015, WFP:

- implemented emergency readiness actions for imminent risks in 22 country offices;
- completed the first phase of the joint UNICEF-WFP project to enhance preparedness in high-risk countries; the second phase started in April 2015, expanding the project to 11 countries;
- enhanced the capacities of local authorities in the State of Palestine, Rwanda and Zambia through the capabilities partnership programme; and
- launched the automatic disaster analysis and mapping project to provide near real-time awareness after earthquakes.

87. Evaluations of WFP's investments in emergency preparedness and response (EPR) helped to improve effectiveness, especially in major sudden-onset emergencies:

- Improved emergency preparedness training – Functional and Support Training for Emergency Response (FASTER) – has been used to highlight inter-agency coordination, present cash-based transfer scenarios, and reinforce gender sensitivities in response, protection and accountability to affected populations. 64 staff members were trained in 2015.
- Expedited field-level agreements are now in place to reduce the time needed to establish partnerships in emergencies.

88. Late in 2015 there was a significant increase in requests for advances from the Immediate-Response Account for Preparedness (IR-PREP)[20] to support six governments in southern Africa and South America in responding to future risks related to the El Niño phenomenon.[21] WFP also increased preparedness in connection with potentially contentious elections in Burundi and Haiti, and increased preparedness capacities in areas of the Asia-Pacific region with no previous WFP presence.

89. WFP was unable to meet all requests for IR-PREP in relation to El Niño within the USD 2 million ceiling. This led to two further IRA advances for preparedness work in Malawi and Zimbabwe; requests from Colombia, Ecuador and Papua New Guinea were delayed for approval in 2016. During 2016 WFP will explore with the Board the scope for increasing the current ceiling of USD 2 million for IR-PREP activities.

Cash-based transfers

90. CBTs are an essential part of a flexible toolkit to address hunger. During 2015 WFP continued to provide food and restricted and unrestricted cash transfers,[22] or a mix of all three, depending on programme needs in particular contexts:

- More than a fifth of WFP's total global transfers to beneficiaries were cash-based, supporting 9.6 million people.
- CBTs were provided through 84 projects in 54 countries worldwide, an increase from 69 projects and 53 countries in 2014.
- WFP provided unrestricted CBTs in 43 countries, allowing people to address multi-dimensional needs. WFP intends to expand this transfer modality as required and permitted by its operational contexts.
- WFP continued to improve the technology supporting CBT delivery systems, working with a range of financial service and technology partners to promote the effective and efficient delivery of CBTs.[23]

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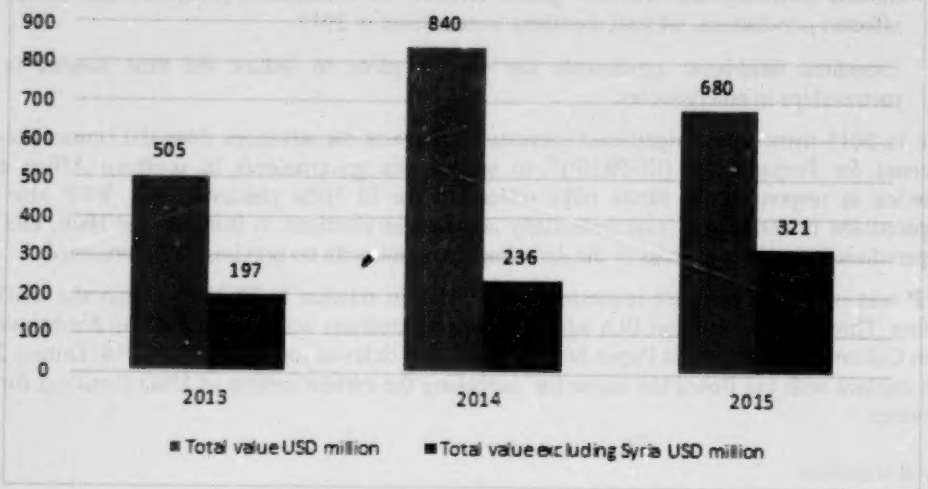
[20] These are provided as grants from the Immediate Response Account (IRA) up to a ceiling of USD 2 million in any year.

[21] Plurinational State of Bolivia, Haiti, Paraguay, Peru, Zambia and Zimbabwe.

[22] Restricted cash transfers limit recipients' choices regarding how the cash value is used: for example, a voucher may provide access to a certain type of food. Unrestricted transfers function as cash, giving recipients full choice as to how the cash value is used.

[23] These included banks, microfinance institutions, mobile money operators, remittance transfer agents, and the operators of card and payment systems.

Figure 9: ***The overall value of CBTs fell in 2015 as a result of a lower level of transfers in the Syrian region***



91. After six years of significant year-on-year growth, the global CBT value fell for the first time. from USD 840 million in 2014 to USD 680 million in 2015 (see Figure 9). This fall is the direct result of the lower level of transfers in the largest CBT project – the Syrian regional operation – because of reduced funding and the subsequent decision to reduce the transfer value of each ration. However, these figures mask a positive trend in the uptake of CBTs: WFP continued to expand CBTs in its other operations, with transfer values totalling USD 321 million, a third more than the USD 236 million in 2014.

92. The evaluation of WFP's cash and voucher policy[24] noted that the policy framework was more developed than those of other humanitarian organizations. WFP's ability to blend the right transfer modalities, using CBTs, in-kind food transfers or a combination, is essential for addressing hunger needs cost-efficiently. The evaluation report recommended that WFP focus on the development and dissemination of cash-based tools and guidance. During 2015, WFP invested in building staff and partner capacities to scale-up and use CBTs effectively: 2,000 staff members in 62 offices, and staff from 50 partners were trained. The cross-divisional training approach improved the dissemination of CBT tools and guidance and enhanced operational efficiency and effectiveness in WFP, partner organizations and host governments.

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[24] WFP/EB.1/2015/5-A and WFP/EB.1/2015/5-A/Add.1

Box 1: OneCard – WFP's CBT services for humanitarian partners.

Fourteen partners joined forces with WFP in Jordan, Lebanon and the State of Palestine in 2015 to reach 500,000 beneficiaries with USD 35.5 million of funding using WFP's "OneCard" platform.

WFP created a dedicated financial structure – the CBT special account) –which allows other organizations to use OneCard on a full-cost recovery basis. WFP enters into contracts with retailers and providers such as banks, microfinance institutions and mobile operators and acts as the focal point for reporting losses, theft or card damage.

In line with Delivering as One and SDG 17, OneCard provides significant benefits:

- **beneficiaries benefit from the convenience of using the same card for entitlements from several retailers and reduced costs of travelling between different distribution centres;**
- **partners benefit from lower costs, reduced implementation times and detailed reporting and auditing;**
- **donors benefit from cost-efficiency with reduced transaction costs, avoidance of duplication of efforts and costs, and robust control over fraud and double payments;**
- **retailers benefit from rapid payment cycles, low administration costs and enhanced security by reducing cash holdings; and**
- **WFP benefits from economies of scale allowing it to reduce overhead costs.**

93. Flexibility of operation can have important added benefits. In the Sahel, for example, the purchasing power of households is significantly higher after harvests than before. Flexible technology has allowed WFP to maximize cost-effectiveness by switching from unrestricted CBTs before harvest to restricted CBTs using vouchers after harvest. This maximizes the buying power of poor households.

Nutrition

94. Achieving SDG target 2.2 to end malnutrition in all its forms requires a multi-sector approach with partners and stakeholders, and commitment and leadership by governments. This is the aim of the Scaling Up Nutrition (SUN) movement and the nutrition work of the Committee on World Food Security (CFS). The importance of such partnerships was also emphasized in the REACH[25] evaluation presented in 2015:

- A multi-donor trust fund supported the rollout of WFP's Nutrition Capacity-Strengthening Plan with innovative nutrition programming and learning in six countries,[26] the creation of new nutrition indicators in the SRF, and workshops, academic partnerships and regional training to enhance nutrition-related capacities among WFP staff.

- The SUN Global Gathering brought together 55 member countries and civil-society, United Nations, donor and business representatives to seek ways to scale up nutrition and foster accountability; WFP worked with partners in 2015 to define and roll out the United Nations Network for SUN.

- WFP worked with the CFS to help shape future nutrition priorities, offering technical support as needed.

- The second *Global Nutrition Report* published in 2015 provided an overview of under-nutrition and over-nutrition, highlighting areas for action such as enhancing data availability and application.

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[25] Renewed Efforts Against Child Hunger and undernutrition.

[26] Guatemala, Kenya, Madagascar, the Niger, the Sudan and Uganda.

95. The mid-term evaluation of WFP's nutrition policy in 2015 found that it provided a useful analytical framework, including by distinguishing between nutrition-specific and nutrition-sensitive interventions, and that it was consistent with WFP's mandate, Strategic Plan and other policies. Focus areas for 2016 include strengthening guidance on gender, nutrition-sensitive programming, monitoring of evidence of nutrition outcomes and comparative advantages in relation to the United Nations Global Nutrition Agenda. The evaluation noted that while some of the preventive programmes developed under the policy were limited by inadequate funding, WFP is nonetheless committed to approaches such as multi-sector strategies that will enable governments to sustain nutrition work in line with the policy.

Hunger-related safety nets

96. A core element of WFP's capacity development work is support for hunger-related safety nets. WFP's comparative advantages are its analytical capacities, its experience in providing social protection and safety nets, and its ability to deliver at scale. The main safety net intervention – school meals – was implemented in 64 countries and reached 17 million children.[27] In a further ten countries,[28] WFP provided technical assistance to strengthen national school meal programmes. For example, in 2015 WFP:

- launched a school feeding practitioner network of 23 countries in Africa to support knowledge exchange, research and study visits;
- conducted cost-benefit analyses in Kenya and Sri Lanka to promote sustainable financing of school meal programmes by informing governments of the long-term benefits and demonstrating significant returns in terms of productivity and health for every dollar invested;
- worked with 15 governments to support school meal programmes using the Systems Approach for Better Education Results (SABER), which enables WFP to assess national capacities, identify policy gaps and plan capacity development with governments; and
- promoted South–South and triangular cooperation through partnerships with the governments of Chile and Mexico and the Brazil Centre of Excellence.

Support for smallholder farmers

97. The Purchase for Progress (P4P) pilot has allowed WFP to try out new ways of leveraging its purchasing power to support agricultural and market development in developing countries. P4P links WFP's demand for staple food commodities – cereals, pulses and blended foods – with the technical expertise of a wide range of partners to support smallholder farmers in increasing production and selling their surpluses at fair prices. The initiative has transformed WFP's local procurement into a vital tool for addressing hunger by providing a market for smallholder farmers and supporting them in improving crop quality and increasing sales to WFP and other buyers. WFP will continue to enhance its systems for P4P procurement, financial and human resources, in line with SDG 2 and building on the recommendations of the P4P evaluation.

98. Building on the foundation of P4P, WFP launched the Patient Procurement Platform initiative to connect farmers with demand beyond WFP. The platform is active in Rwanda, the United Republic of Tanzania and Zambia: 70,000 smallholder farmers have contracts to sell 85,000 mt of food to 11 buyers for the 2015 planting season. This innovative multi-stakeholder initiative is harnessing the potential of

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[27] Includes 1.2 million schoolchildren benefiting from the WFP managed trust funds in Honduras.

[28] Republic of Cabo Verde, Cuba, Guatemala, India, Morocco, Namibia, Panama, Peru, Togo and Tunisia.

smallholder farmers and involving international and local actors from pre-planting to harvest and the final sale of commodities.

Box 2: ***P4P in numbers***

- **1.7 million smallholder farmers engaged through 890 farmers' associations.**
- **USD 231 million worth of food purchased by WFP since 2009.**
- **20 pilot countries.**
- **P4P now active in 35 countries.**
- **P4P is now a regular activity in the country programmes of 12 of the 20 pilot countries.**

Reducing post-harvest losses

99. WFP continues its successful scale-up of work to reduce post-harvest losses in sub-Saharan Africa through training in handling techniques and improved storage: during the initial trial in 2013, for example, 400 Ugandan smallholder farmers reduced post-harvest losses by 98 percent. The Uganda country office scaled up work to minimize post-harvest losses to 16,600 farmers in 2014 and 40,300 in 2015; in 2016 an additional 60,000 farmers will take part and a similar model will be piloted in Rwanda, the Sudan and the United Republic of Tanzania. Zambia has adapted the approach to focus on improved food storage in schools linked to school meal programmes.

Climate change, disaster risk reduction and resilient livelihoods

100. WFP helps food-insecure communities to prepare for, respond to and recover from climate-related disasters. In the last decade, half of WFP's emergency and recovery operations included responses to climate-related disasters. Given the scale of needs, climate resilience and disaster risk reduction programming has been a priority area for innovation over the last three years.

101. New tools and approaches have been tested and are being scaled up: in 2015, the R4 Rural Resilience Initiative reached 200,000 people in Ethiopia, Malawi, Senegal and Zambia and provided USD 2.2 million in micro-insurance through insurance-for-assets for farmers, thereby fostering the ability of these smallholders to reduce their exposure to climate disasters and helping improve their livelihood opportunities. WFP is providing 6,000 farmers and their families in Malawi and the United Republic of Tanzania with climate forecasts to enable them to make better planting and livestock maintenance decisions while supporting their ability to prepare for potential climate impacts.

102. Fifty country offices implemented FFA in 2015 to improve the food security of vulnerable households and communities. WFP strengthened programme guidance in response to the recommendations of the evaluation report on the impact of FFA. The synthesis report of the evaluation series recognized the relevance of FFA for building resilience and of the three-pronged approach as a programming and planning tool. WFP expanded this approach to a further 11 countries during 2015; in the last 2 years, 26 countries have introduced it.

103. In several country offices,[29] successful resilience-building work with governments and partners reflected a number of critical success factors. These include clear understanding of local contexts, landscapes and livelihoods to position FFA interventions well; strong ownership as a result of putting communities and people, including women and vulnerable groups, at the centre of planning; and integrating gender, protection and nutrition into all levels of programme design, implementation and monitoring.

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[29] Bangladesh, Guatemala, Kenya, Mali, the Niger, Somalia and Zimbabwe.

Box 3: The Food Security Climate Resilience facility – FoodSECuRE

FoodSECuRE – the first institutional mechanism to use climate forecasts to trigger action at the community level before climate shocks occur – is a multilateral, multi-year, replenishable fund developed by WFP to provide financial and programmatic support to community-centred action for reinforcing and building climate resilience.

FoodSECuRE was launched at the Twenty-First Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) in Paris, and its adoption was accelerated to address the effects of El Niño. In Guatemala and Zimbabwe, for example, 1,000 households received financial support to prepare for and reduce the potential impacts of El Niño by giving them resources to purchase better drought-resilient seeds and support other relevant farm investments.

A cost-benefit analysis of FoodSECuRE in the Niger and the Sudan suggested that early action based on climate-triggered forecasts would reduce the cost of emergency responses by 50 percent.

Full-scale implementation of FoodSECuRE will start in Guatemala, the Niger, the Philippines, the Sudan and Zimbabwe in 2016.

WFP and Gender: expanding our reach, expanding the tent

104. WFP's Gender Policy (2015–2020) reinforces a gender rather than a women-focused approach, by including other social dimensions that can influence food security and nutrition. Its design was informed by the findings and recommendations of the evaluation of WFP's Gender Policy conducted in 2014. The goal is to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed in all of WFP's work. The policy is supported by a gender action plan and regional gender strategies.

105. Strengthening gender mainstreaming in WFP's programmes and operations remained a major priority in 2015:

- The proportion of new projects with gender marker code 2a/2b increased from 79 percent in 2014 to 86 percent in 2015 against the target of 100 percent.
- WFP continues to track resources allocated to mainstreaming gender into operational programmes. During 2015, WFP exceeded the benchmark of 11 percent by allocating 12.4 percent of resources to activities contributing to gender equality.

106. WFP created a Gender Results Network to focus on results-driven actions. The network has 294 members worldwide who act as facilitators, catalysts and advisers. Often working in partnership with UN Women, WFP:

- finalized the e-learning course "I Know Gender", which will be available for all employees in 2016 and includes basic training on gender and a module focusing on gender in emergencies;
- integrated gender into other learning initiatives such as FASTER;
- offered training on understanding of masculinity and violence against women and girls; and
- participated in the United Nations Secretary-General's 16-day campaign of Activism against Gender-based Violence, organizing several events at Headquarters and in country offices.

Protection

107. WFP continued to integrate protection of affected communities into its operations, reflecting the main lessons arising from an informal review of the protection policy in June 2014. WFP has increased the capacity of country offices to address protection issues, through training, technical support and coordination with other United Nations agencies.

Accountability to affected populations

108. Accountability to affected populations (AAP) focuses on engaging affected people in the processes and decisions that affect their lives. It promotes continuous, two-way communication and dialogue throughout the project cycle. In its operations, WFP focuses on three mechanisms that help facilitate this engagement: information provision, consultation, and complaints and feedback mechanisms.

109. In 2015, WFP completed a survey of AAP activities in its operations to identify good practices and gaps in implementation. The results show good progress in implementing AAP mechanisms in different types of project, but the survey also highlighted the need for more coherent and consistent implementation among country programmes. WFP has identified and documented good practices for improving guidance and fostering learning. It has also strengthened field support by including AAP issues in several technical support missions to country offices.

Organizational Strengthening – Focus Areas during 2015

110. WFP recognizes that organization-wide change and adaptation are critical in ensuring that it maintains the highest standards of excellence. The strategic context obliged WFP to tackle urgent humanitarian needs while accelerating its organizational strengthening work to build the WFP needed to achieve zero hunger. Drawing on management's understanding of the major risk areas highlighted by oversight bodies – in evaluations, audits and external reviews – WFP decided to pursue further structural changes and focus its investments in the six critical areas set out below.

People – relevant staff capabilities and skillsets

111. WFP's greatest strength is the dedicated women and men who work for it. The 2015 Global Staff Survey showed that 87 percent of staff are proud to work at WFP, and 92 percent see a clear link between their work and WFP's objectives. These are well above the global norms of 78 and 73 percent respectively.

112. Through its People Strategy, WFP commits to equipping its workforce to provide increasingly effective assistance to the people it serves. Engaged people with the right skills in the right roles are fundamental to WFP in fulfilling its humanitarian response role and building capabilities to work towards a world with zero hunger. The strategy is built around four imperatives:

- Reinforce a performance mindset. WFP has taken action to enhance its performance-management processes, including by being one of the first United Nations agencies to extend assessments to include consultants, short-term staff and United Nations volunteers.
- Build WFP's talent. Important initiatives include the creation of career frameworks to develop employees' capabilities and support their professional development; significant improvements to the reassignment process; and the use of staff-driven emergency response rosters for emergency deployment. The Global Staff Survey showed that 77 percent of staff now know the skills and qualifications needed to progress in their careers at WFP – a 13 percent increase since 2012.

- Support national staff. The web-based learning management system was adapted to make learning more accessible, especially for national staff – who completed 8,200 online courses – and the Staff Wellness Division was set up to bring together counselling and medical services, particularly in country offices, with special attention to locally recruited staff. The transfer of 3,400 field-based national staff members to FAO Staff Rules and Regulations was finalized in 2015 to enhance the contractual framework.

- Equip high-impact leaders. The Leading for Zero Hunger programme provides WFP leaders with the tools and behaviours they need to deliver more effectively on WFP's mandate. More than 341 leaders have taken part in the programme: 30 percent were national staff. The promotion process for leaders – levels P5 and D1 – is also being revamped.

Security and wellness

113. Security remains a critical corporate risk for WFP. The security risks faced by staff and beneficiaries have increased as WFP provides more of its food assistance in complex conflict-affected environments. The worldwide trend in complex terrorist attacks continued: WFP reports with regret that three of its staff were killed in acts of violence in the line of duty, and that one staff member died in an accident. The number of reported security incidents[30] increased by 6 percent from the 2014 level, in line with the trend of major security incidents affecting aid workers and operations recorded in the *Aid Worker* database.

114. The annual per capita rate of security incidents remains consistent, however, even though more WFP staff are working in conflict zones. In 2015, 4.8 percent of WFP staff reported security incidents, a marginal increase from 4.7 percent in 2014. The countries with the highest per capita rates of security incidents were Burundi, Haiti, Sierra Leone, Turkey and Yemen.

115. WFP security specialists work with other divisions to ensure that security is integrated into projects at all stages, and WFP continues to seek ways to generate reliable and timely security information and analysis to support operations and decision-making. WFP has also developed specialist knowledge and expertise in areas such as blast mitigation, civil–military coordination, access to communications, context analysis and the mapping of military actors. This knowledge is regularly shared with other humanitarian organizations. Incident rates among partners and contractors remained higher than among WFP staff, indicating that partners and contractors are more exposed and security measures for WFP staff are more effective.

116. Regional security officers oversee security and manage field security officers at the country office level to ensure that prevention and mitigation measures are in place to counter threats.

117. In the Global Staff Survey 83 percent of respondents felt that WFP is doing all it realistically can to ensure safety and security, 85 percent felt that safety and physical working conditions are adequate, 86 percent fully understood the minimum operating security standards and 85 percent thought that security training was adequate.

118. The Wellness Division has created health-risk cards for country offices that identify modifiable health risks in each office, together with action plans to address them. Regional wellness networks have been created, and four wellness advisers have been recruited to support the wellness strategy. Actions in 2015 included a vaccination campaign for WFP staff in South Sudan and the extension of cancer screenings at Headquarters and for national and international staff in the Bangkok and Nairobi regional bureaux.

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[30] Incidents involving WFP staff and/or assets and incidents involving partners and/or contractors.

Inter-governmental and strategic partnerships

119. In February 2015, the Deputy Executive Director was assigned to New York to lead WFP's engagement in major international forums for action to achieve zero hunger:

- At the March 2015 World Conference on Disaster Risk Reduction in Sendai, Japan, WFP emphasized the importance of food and nutrition security in sustainable development and for populations affected by conflict and natural disasters. Food security and nutrition are among the guiding principles and three of the four priorities of the Sendai Framework, which focuses on anticipating long-term risks, action to avoid exposure to new risks and reducing existing risk levels.

- The actions flowing from the Conference on Financing for Development held in Addis Ababa in July 2015 provide a common global framework for financing the SDGs. Working closely with other Rome-based agencies (RBAs), WFP's core inputs to the conference included papers and events on financing food security and nutrition; analysis of the cost of ending hunger under the 2030 Agenda,[31] and a joint position paper on humanitarian development financing.[32]

- In September 2015 the United Nations General Assembly adopted the 2030 Agenda and the SDGs. WFP advocated for a stand-alone goal for hunger and malnutrition aligned with Zero Hunger and the formulation of its targets and indicators.

- The year concluded with a historic agreement on climate change in Paris. The Paris Agreement (COP 21) recognized the relationship between climate change, sustainable development and the eradication of poverty and established a global "adaptation" goal to enhance adaptive capacity, strengthen resilience and reduce vulnerability to climate change. The agreement calls for increased efforts to address climate change, including the preparation of national adaptation plans. This work includes areas where WFP has significant experience and capacity, such as early warning systems, emergency preparedness, comprehensive risk assessment and management, climate risk insurance, and resilience of communities, livelihoods and ecosystems.

120. The RBAs increased their collaboration, working closely together in three policy areas:

- *Post-2015 development agenda.* The RBAs presented common position papers and reports at major international fora. These included a joint analysis of SDG targets and technical guidance on the formulation of indicators; a joint report to the third financing for development conference in Addis Ababa; a "Mobilizing Generation Zero Hunger" event at the 70th United Nations General Assembly; and various events at Expo Milano 2015, including the launch of the *State of Food Insecurity in the World* 2015 report.

- *The Committee on World Food Security.* The RBAs continued to provide financial and staffing support for the CFS, sharing the secretariat costs. A significant outcome of the 42nd session of the CFS was endorsement of the *Framework for Action for Food Security and Nutrition in Protracted Crises.*

- *Resilience.* The RBAs developed the *Strengthening Resilience for Food Security and Nutrition* framework, which focuses on improving joint work to enhance the resilience of the most food-insecure people. Case studies in Guatemala, Kenya and the Niger explored opportunities for greater collaboration in building resilience.

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[31] *Achieving Zero Hunger: the Critical Role of Investments in Social Protection and Agriculture.*

[32] *Financing for Development: Addressing the Humanitarian-Development Divide.*

121. WFP continues to invest in inter-agency cooperation on management and administrative issues. Examples of WFP's commitment to inter-agency partnerships include:

- chairing the Development Group's common premises task force and providing technical guidance on projects in Ecuador and Viet Nam;
- participating in the inter-agency working group on common treasury services; and
- advising United Nations humanitarian actors by distributing WFP construction manuals, model contracts and related guidance.

Common services provision and inter-agency support

122. As emergencies grow in scale and complexity, the humanitarian community's ability to reach affected populations is being challenged further. An efficient and effective supply chain is essential to meeting these rising humanitarian needs. WFP's supply chain incorporates the entire process of end-to-end planning, procuring and delivering assistance covering safe and quality food, goods and transport, and common supply chain services – worth more than USD 3 billion per year for WFP and its humanitarian partners. WFP supports the whole humanitarian community by leveraging economies of scale. This reduces costs through large-scale purchases of food or transport services: partners benefit from supply chain efficiencies resulting in operational savings. With its far-reaching and global logistics network, WFP has been mandated to lead or manage a range of common supply chain services.

United Nations Humanitarian Response Depots

123. The network has six strategically located depots and manages a collective stockpile valued at USD 56 million on behalf of 72 humanitarian partners. In 2015, the United Nations Humanitarian Response Depot (UNHRD) dispatched 7,800 mt of relief items valued at USD 53 million on behalf of its partners.

United Nations Humanitarian Air Service

124. UNHAS is a common air service for the entire humanitarian community. UNHAS ensures access to beneficiaries in some of the world's most remote, isolated and insecure locations. In 2015, the service transported more than 287,000 humanitarians to more than 300 regular destinations in 19 countries. Half of its passengers are from NGOs and 40 percent from the United Nations. UNHAS provides access to other implementing and supporting partners, such as donors, foundations, and media reporting on humanitarian needs and issues. In addition to UNHAS, WFP Aviation also provides specialized aviation services on a cost recovery basis to support the aid interventions of humanitarian partners. These services include airlifts of relief items, airfreight of cargo, dedicated aircraft and bilateral passenger services not covered by UNHAS and, as a last resort, airdrops of food for WFP.

Logistics cluster

125. The logistics cluster brings together organizations responding to humanitarian emergencies. At a global level the cluster provides normative, strategic and policy guidance to broaden knowledge and improve decision-making in humanitarian logistics, and works on system-wide preparedness and contingency planning. The cluster support team provides logistics surge capacity. At the field level, the cluster coordinates logistics activities and, when necessary, access to common logistics services: in 2015 it delivered or stored 90,000 mt of relief supplies for 245 organizations and supported 439 NGOs, United Nations agencies, private-sector and civil-society organizations and government agencies in 15 countries.

Emergency telecommunications cluster

126. The emergency telecommunications cluster (ETC) is a global network of organizations that work together to provide common communication services in humanitarian emergencies. The cluster deployed vital common information and communications technology services in eight emergencies in 2015.[33] New activities included providing communication services to more than 90 healthcare facilities in West Africa; providing services directly to the Government in Vanuatu; and close collaboration with government and commercial service providers in Nepal. Similar activities are the focus of the ETC's five-year strategy (ETC2020), which has four pillars: enhanced communications and energy; improved and decentralized response readiness; increased communications resilience to disasters; and communications as aid. ETC2020 projects are being developed for Haiti, Liberia, Nepal and the Philippines. Six tactical working groups are engaging humanitarian, private-sector and government organizations to achieve the ETC2020 vision. WFP led the launch of two new charters, in cooperation with the Office for the Coordination of Humanitarian Affairs (OCHA) and the World Humanitarian Summit (WHS) team:

- The Humanitarian Connectivity Charter encourages mobile network operators to commit to a set of principles and adopt initiatives for facilitating communications in humanitarian emergencies.
- The Crisis Connectivity Charter is a set of commitments by the satellite community for enhancing connectivity in times of crisis, facilitating communications among the people and organizations responding to humanitarian emergencies, including affected communities.

Food security cluster

127. The global food security cluster is co-led by WFP and FAO and coordinates the food security response during a humanitarian crisis. In 2015, the cluster implemented the first year of its 2015–2016 strategic plan. Key achievements in 2015 included an increase in national clusters' capacity through the training of 42 cluster coordinators and additional guidance on emergency preparedness, accountability to affected populations, programming and harmonized reporting. In 2015, the cluster also coordinated reporting on countries affected by El Niño and partner engagement and fielded 67 missions in support of humanitarian operations.

Implementing the Corporate Partnership Strategy

128. WFP has strengthened support to country offices on effective partnering. To do this efficiently, WFP has integrated partnership elements into other initiatives where possible, for example the People Strategy.

- Over 500 staff received training in core partnering skills. This included: training for approximately 80 senior field staff on engaging with host governments; training of trainers for regional bureaux partnership focal points; and the delivery of partnership training modules as a component of broader training delivered by other Headquarter divisions.
- The Partnership Resource Centre was launched in July 2015 and is populated with a range of tools, guidance and training courses.
- WFP developed an Advocacy Framework to position WFP in the discussions on implementing the 2030 Agenda. This is updated quarterly.

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[33] Central African Republic, Iraq, Nepal, South Sudan, the Syrian regional crisis, Vanuatu, West Africa Ebola outbreak and Yemen.

- WFP provided support to country offices on the effective management of NGO partnerships, particularly in the areas of agreements, budgets and capacity assessments/due diligence.
- The annual NGO partnership consultation was in November, and involved 25 international NGOs and 10 national NGO partners. It focused on effective collaboration in relation to CBTs; capacity strengthening of national NGOs; emergency preparedness and response; and field security. Joint advocacy with NGOs included the launch of "Generation Zero Hunger" at the United Nations Summit in September with several key NGO partners.

Programme design processes, platforms and systems, and evidence-based decision-making

129. WFP's effectiveness will be increased by evidence-based programme design and implementation, and transformations in critical platforms and systems. During 2015, WFP:

- Expanded COMET[5] to central and eastern Africa, north Africa and the Middle East and to country offices in Cambodia, the Lao People's Democratic Republic and Timor-Leste; it was rolled out in southern Africa in 2014. COMET promotes efficiency by providing a single platform for generating high quality performance data. COMET supports informed and efficient decision-making: all information is linked to WFP's Strategic Objectives. The system also serves as WFP's comprehensive global database for partnerships in place at a field level and a sole source of distribution data for WFP.
- Rolled out the Logistics Execution Support System (LESS) to a further 26 country offices. At the end of 2015, 30 country offices in east Africa, southern Africa and parts of Asia and the Middle East were using LESS to manage 62 percent of WFP's annual food requirements in line with the GCMF. It is WFP's first real-time supply chain management system integrated with WINGS, providing accurate real-time information on WFP's food resources from the point of receipt to the delivery of food to partners or distribution by WFP.
- Increased the number of projects using SCOPE. As of January 2016, SCOPE contained the identities of 2.7 million beneficiaries in 13 operations in 12 countries.[34] It promotes effectiveness by helping staff and partners manage the delivery cycle from registration to implementation and analysis.
- Submitted for Board approval the Evaluation Policy 2016–2021 which establishes the vision and direction for embedding evaluation into WFP's thinking, behaviour and systems for accountability and learning across the organization, comprising centralized and demand-led decentralized evaluation.

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[34] Albania, Bangladesh, the Democratic Republic of the Congo, Guatemala, Guinea, Jordan, Malawi, Mauritania, Nepal, Somalia, South Sudan and the Sudan. Countries that plan to use SCOPE in 2016 include Burundi, Egypt, Ghana, Iraq, the Niger, Nigeria, Pakistan, Philippines, the Syrian Arab Republic, The Gambia and Uganda.

Flexibility in funding and efficient resource usage

130. During 2015, WFP made further progress in restructuring its financial framework to promote resource-based planning, country-level programming and more flexible and predictable funding. Better alignment between resources and results will improve decision-making, especially at the field level, and will ensure economic, efficient and effective use of resources. The Financial Framework Review builds on the QCPR and the business models of other United Nations organizations:

- Resource-based planning – standardization of resource-based plans at the country office level to improve planning and performance management. WFP started the testing of resource-based planning in a few countries in September 2015.
- Macro advance financing – aggregated budget authority for country offices earlier in the process, to reduce the impact of fragmented funding streams, increase the predictability of resources and enhance efficiency and effectiveness. The concepts developed during 2015 will be tested in 2016.
- Budgeting for operational effectiveness – revision of WFP's budget structure to reduce internal fragmentation, simplify processes and maximize transparency and accountability in alignment with the Country Strategic Plans (CSPs) approach. WFP has developed options and is carrying out extensive consultations to address the risk of insufficient buy-in by country offices, Headquarter divisions, stakeholders or Member States.

Further structural changes

131. Important organizational changes in 2015 included the creation of four new divisions:

- The new Nutrition Division is helping to elevate WFP's nutrition capabilities and partnerships: related investments will enable WFP to design, drive and measure effective nutrition outcomes in both acute and chronic hunger contexts.
- Combining procurement and logistics to form a new Supply Chain Division is helping WFP to deliver cost-effective supply chain services for WFP and the wider humanitarian community.
- The new Innovation and Change Management Division is helping to drive forward initiatives designed to promote better value for money for example exploratory work on a service centre and cost-excellence; and ensuring that WFP retains its edge in innovation.
- The new Wellness Division brings together staff counselling and medical services. A new policy on wellness was approved by the Executive Board in 2015 and is supported by a USD 10 million wellness fund.[35]

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[35] USD 10 million was allocated from the PSA equalization account to create the fund, which will be maintained through a 0.38 percent addition to standard staff costs.

PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

Introduction

132. This annual assessment of WFP's *progress* towards the four Strategic Objectives of its Strategic Plan (2014–2017) is based on output- and outcome-level monitoring data from Standard Project Reports (SPRs) for projects active in 2015 (see corporate SRF indicators in Annex II.A).[36] Qualitative analyses of results – with region-specific examples of challenges and successes – complement the quantitative account of WFP's performance in 2015.

133. The methodology for assessing WFP's contributions to humanitarian and development results follows that introduced in the 2014 APR (Annex II.B). In addition, this year's analysis makes clearer the link between results and available resources: outcome-level performance is assessed against resourced needs.[37]

134. Results by Strategic Objective are supplemented with:

- cross-cutting results relating to gender, protection, accountability to affected populations, and partnerships, which intersect with the other outputs and outcomes in the SRF;
- results from operations financed through trust funds,[38] which are presented for the first time to provide a fuller picture of WFP's performance, including in countries where no multilaterally funded activities are being implemented.

Overview of WFP Activities

135. WFP managed 201 projects in 81 countries in 2015, providing direct assistance for 76.7 million beneficiaries using CBTs and food (see Figure 10).

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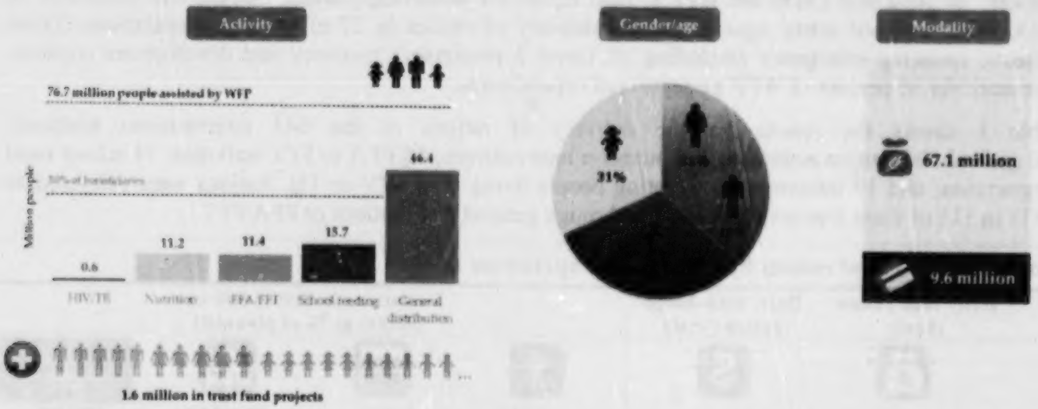
[36] Including data from projects using food or CBTs, or working on capacity development, logistics and infrastructure.

[37] Resourced needs are measured as expenditures against planned needs identified in the Management Plan (2015-2017).

[38] A trust fund is established when a contribution is received locally to fund an activity outside of regular WFP operations (including the targeting of different beneficiaries).

Figure 10: **People assisted by WFP in 2015**



60,000 government and partner staff trained

1.2 million people benefiting from nutrition messaging

270,000 smallholder farmers provided with marketing opportunities

287,000 passengers transported on United Nations Humanitarian Air Service (UNHAS) aircraft

136. Most beneficiaries were assisted through general distributions of food or CBTs, reflecting the scale of WFP's emergency response in 2015. Nutrition-specific activities to supplement relief work and to address undernutrition assisted 11.2 million beneficiaries. School meals, food assistance for assets (FFA) and food assistance for training (FFT) supported more than 27 million, primarily in post-emergency and development contexts. CBTs supported 9.6 million beneficiaries in various activities.

137. As the primary focus of WFP's support, children accounted for 61 percent of beneficiaries: 23.1 million boys and 23.3 million girls. Women, girls and boys together accounted for 82 percent of beneficiaries – 62.6 million people.

138. WFP's activities generated benefits for a population larger than those receiving food or CBTs – 1.8 million people were assisted through capacity development and augmentation activities, provision of common humanitarian services, nutrition messaging and counselling and programmes for enhancing the marketing ability of smallholder farmers.

139. WFP continued to improve its estimation of numbers of people benefiting from assets established or rehabilitated through FFA activities. In WFP's largest FFA project, the Productive Safety Net Programme in Ethiopia, direct food assistance for 600,000 people improved access to social infrastructure and community assets for an estimated 2.6 million people.

140. Trust fund projects provided CBTs or food to an additional 1.6 million direct beneficiaries, of whom more than 80 percent were supported through school meal programmes.

Analysis of Rations Provided

141. Rations[39] of food and CBTs are WFP's main inputs for achieving planned outputs and outcomes. In 2015, WFP analysed actual against planned delivery of rations in 27 of its largest operations. These projects, spanning emergency (including all Level 3 responses), recovery and development contexts, accounted for 66 percent of WFP's operational expenditures.

142. Table 1 shows the results for the delivery of rations in the 643 interventions analysed: 260 general distribution activities; 204 nutrition interventions; 86 FFA or FFT activities; 74 school meal programmes; and 19 interventions targeting people living with HIV or TB. Rations were delivered as CBTs in 118 of these interventions, usually through general distributions or FFA/FFT.

Table 1: **Average delivery of rations by activity in 27 operations in 2015**

Activity	Daily food ration (kcal)		Daily cash-based ration (kcal)		Deviations in ration delivery (actual as % of planned)			
			$					Kcal provided
	Planned	Actual	Planned	Actual	Beneficiaries per day	Assistance days	No. rations provided	Total kcal provided
HIV/TB	1 536	919	—	—	[illegible]	109	42	25
Nutrition	831	388	588	—	123	80	99	46
FFA/FFT	1 614	1 456	1 642	1 902	84	70	59	57
School meals	628	533	567	603	72	77	55	47
General distribution	1 443	1 214	1 512	1 380	87	87	75	64

■ ≤ 50% achievement ▨ > 50% and < 90% achievement □ ≥ 90% achievement

143. In all activity categories WFP was forced to deliver fewer rations than planned, thereby providing fewer kilocalories than needed – particularly for people living with HIV and/or TB, and beneficiaries of nutrition activities and school meals. Although the numbers and sizes of rations distributed "fully met" beneficiary requirements in only 7 percent of interventions, WFP generally managed to reach the majority of targeted people and provided assistance for most of the planned feeding days.

144. Country offices reported that the primary causes of ration shortfalls were financial: lack of funding; delayed donor contributions; and earmarking of contributions at the activity level. These factors affected 24 percent of interventions, especially those related to FFA/FFT and HIV/TB. Programme management issues such as delayed implementation, changes in transfer modality, and under- or overestimation of needs during the planning phase – as a result of insufficient or inaccurate data – impeded ration delivery in 12 percent of interventions. Suppliers' delays and logistical challenges – such as delayed donations, delayed issuance of shipment documentation and intermittent closure of country entry points – affected purchases and delivery of commodities in 8 percent. Restricted humanitarian access linked to violence, political interference or poor weather conditions constrained delivery in 6 percent.

145. In a few cases, increased beneficiary needs – resulting from unexpected arrivals of people in need or reduced crop production in the targeted area – and insufficient infrastructure or partner capacity caused changes in the delivery of rations.

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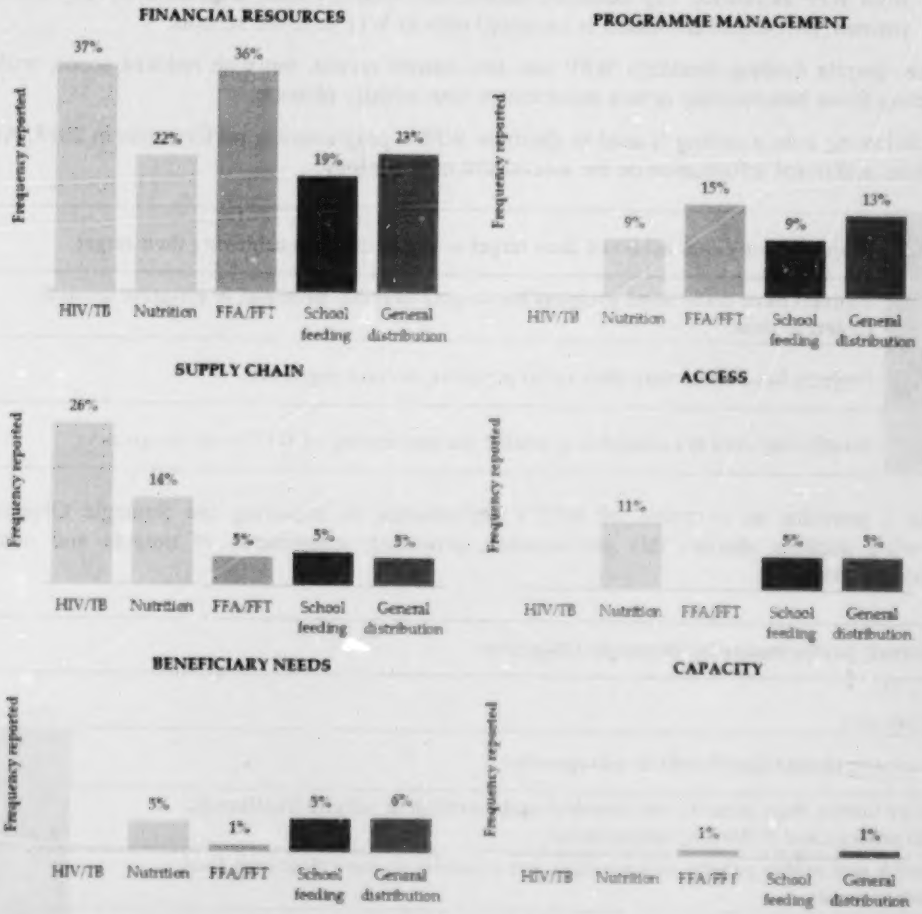
[39] A ration is defined as a single meal or equivalent cash-based transfer for a beneficiary to address food insecurity.

146. The average daily ration size in this sample of interventions was used to estimate the total number of rations distributed across WFP. In 2015, WFP delivered 12.6 billion daily rations, assisting each beneficiary for an average of 195 days.

Figure 11: **Causes of deviations in ration delivery cited for interventions in 27 operations**



Results by Strategic Objective

147. The estimated volume of inputs for WFP's planned activities in a year is based on the assessed needs of targeted beneficiary groups, as presented in the Management Plan. WFP is aware that only a portion of identified needs will receive a favourable funding response: over the past five years the funding gap has averaged 30–40 percent of identified needs.

148. WFP has nonetheless achieved significant results. The gap in inputs is not always manifested at the outcome level, for two reasons:

- WFP mitigates resource shortfalls: the kcal content of daily rations can be cut, for example, food substitutions can be made, the length of the assistance period can be shortened and the numbers of beneficiaries can be reduced.
- Although resource needs are estimated on the basis of assessment of entire targeted beneficiary populations, many outcome indicators are measured only among the people who actually benefit from WFP assistance. For example, malnutrition recovery rates are measured only among treated patients, and school enrolment is measured only in WFP-assisted schools.

149. Hence, despite funding shortfalls WFP can demonstrate results, but with reduced scope, with impacts affecting fewer beneficiaries or to a lesser extent than initially planned.

150. The following colour coding is used to illustrate WFP's programming performance in 2015. Annex II-B provides additional information on the assessment methodology.

Green	Projects have either achieved their target or are on-track to achieving their target.
Amber	Projects have made some progress but targets have not been met or progress towards targets is slow.
Red	Projects have made very slow or no progress, or have regressed.
Grey	Insufficient data are available to enable the monitoring of WFP-wide progress.

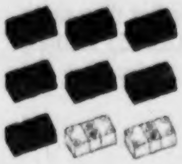
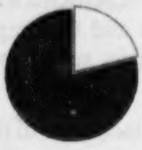
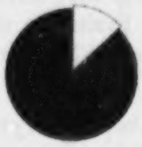
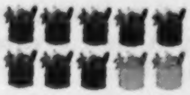
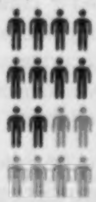
151. Table 2 provides an overview of WFP's performance in achieving the Strategic Objectives. The following sections discuss this performance, providing assessments of outputs and outcomes as supporting evidence.

Table 2: **Overall performance by Strategic Objective**

Strategic Objective	*Performance*
1 – Save lives and protect livelihoods in emergencies	■
2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	■
3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	▨
4 – Reduce undernutrition and break the intergenerational cycle of hunger	■

Strategic Objective 1 – Save lives and protect livelihoods in emergencies

Share of 2015 expenditures, food distribution, rations and beneficiaries under Strategic Objective 1

Expenditures[40]	**Food distributed**	**CBTs**	**Rations**	**Beneficiaries**
				
USD 3.26 billion (79%)	**2.45 million mt** (80%)	**USD 590 million** (87%)	**10.2 billion** (81%)	**50.2 million** (63%)

152. WFP's work towards Strategic Objective 1 focuses on emergency responses, in which food assistance is deployed rapidly to address urgent needs and undernutrition. It also includes early-recovery programmes to create assets and human capital, and the development of local, national and regional capacities to predict, assess and respond to food-security shocks.

153. In 2015, 79 percent of all WFP's programme expenditure related to Strategic Objective 1, representing 72 percent of planned needs. These figures reflect the prioritization of life-saving interventions by WFP and donors consistent with the trend observed in 2014.

154. Expenditures for Strategic Objective 1 fell slightly from 2014, but number of beneficiaries assisted and tonnage of food distributed increased. These increases were possible because of favourable market conditions – a fourth consecutive year of reduced global food prices – and cost-saving measures: procurement in bulk, pre-positioning of stocks, commodity substitutions, long-term agreements with vendors, etc.

155. A dominant share of CBTs – 87 percent – was distributed through activities for Strategic Objective 1, but their value in absolute terms declined by USD 143 million from 2014.

156. During emergencies in 2015, WFP saved lives and protected livelihoods by delivering positive outcomes for food and nutrition security, supporting increased humanitarian access and helping to ensure uninterrupted implementation of relief programmes. This positive performance reflects strong donor support, which helped WFP provide beneficiaries with adequate rations at the right time.

Outcome 1.1 – ***Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women***

157. In 2015, in disaster- and conflict-affected zones, WFP's activities for addressing acute malnutrition, and preventing deterioration of nutrition status and related mortality reached 5.6 million people – 40 percent more than in 2014 – providing nutrient-dense foods through 37 operations in 27 countries. These life-

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[40] Expenditures at the Strategic Objective level can be greater than the sum of those listed for individual outcomes as they also include stand-alone project activities.

saving interventions were generally prioritized and were well resourced, with expenditures covering 89 percent of needs.

158. Outcome monitoring data reveal that WFP made strong contributions to the recovery of children and pregnant and lactating women from acute malnutrition. Partnerships with leading international organizations able to deliver WFP's nutrition assistance effectively in relief and recovery contexts were essential to these achievements.

159. WFP country offices also reported good coverage of populations through nutrition interventions in targeted zones. However, some of these findings were derived from desk-based surveys rather than more accurate sources, such as Semi-Quantitative Evaluation of Access and Coverage (SQUEAC) studies, which generally report lower coverage values. WFP is improving its survey methods to increase the reliability of coverage data.

160. In the following tables, outcome indicators in bold are key outcome indicators in the SRF (2014–2017).

Table 3: **Outcome 1.1 – Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
1.1.1 Moderate acute malnutrition (MAM) treatment:				■	• 3.9 million children and pregnant and lactating women in reporting projects received nutrient-dense foods to treat MAM • In reporting projects, 88% of beneficiaries recovered and were discharged from treatment, 8% abandoned treatment and less than 1% died during treatment
– default rate	39	32	82%		
– mortality rate	40	34	85%		
– non-response rate	39	33	85%		
– recovery rate	39	33	85%		
1.1.2 Proportion of target population who participate in an adequate number of distributions	33	17	52%	▨	• WFP provided nutrient-dense food for more than 1.7 million children and pregnant and lactating women to prevent acute malnutrition • 85% of beneficiaries in the 17 reporting projects participated in more than two-thirds of distributions, well above the corporate target of 66%
1.1.3 Proportion of eligible population who participate in programme	49	34	69%	■	• In the 34 reporting projects, an average of 80% of the eligible population participated in WFP's nutrition activities

Output A – Nutrition: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	1.9	5.6	295%
Quantity of food distributed (thousand mt)	113	87	77%

Value of CBTs to beneficiaries (million USD)	6.5	1.2	19%
Number of institutional sites assisted: health centres	12 689	10 476	83%
Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively			
Output indicator	**Planned**	**Actual**	**Achieved**
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	100	77	77%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	100	57	57%
Proportion of women receiving nutrition counselling supported by WFP against proportion of planned	100	82	82%
Proportion of men receiving nutrition counselling supported by WFP against proportion of planned	100	65	65%
Proportion of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling	100	124	124%

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	168	151	89%

Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals

161. General distributions of food or CBTs remained a major tool for stabilizing or improving the food security of emergency-affected populations in 2015. 43 million people in 54 countries received more than 2 million mt of food and USD 573 million in CBTs, accounting for 76 percent of all food and 85 percent of all CBTs distributed by WFP during the year. Assisted households in most operations reported improved food consumption, diversified diets and reduced reliance on damaging coping strategies such as skipping meals, reducing portion sizes or selling productive assets.

162. Several challenges affected WFP's delivery of food assistance in emergencies. The Middle East, North Africa, Eastern Europe and Central Asia region is tackling three Level 3 and two Level 2 emergencies. Major constraints to operations in the region were limited humanitarian access, funding delays/shortfalls, and high staff turnover in new operations. To address these concerns WFP:

- worked with new cooperating partners with local access in Libya and Lebanon;
- used electronic vouchers that could be loaded remotely;
- established a remote monitoring call centre and third-party monitoring arrangements in Iraq, Libya, the Syrian Arab Republic, Ukraine, and Yemen;
- developed the Syria + Five Vision 2020 strategy to address the protracted nature of the regional crisis and promote more sustainable funding through new and long-standing partnerships; and
- enhanced human resources through staffing reviews and needs-based training.

Table 4: Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.2.1 Food consumption score	**85**	**71**	**84%**	■	- 54 reporting projects contributed to reducing the proportion of households with poor or borderline food consumption scores, achieving at least 90% of 2015 targets/milestones; the other 17 reporting projects showed moderate progress
1.2.2 Diet diversity score	**81**	**69**	**85%**		- 56 of the 69 reporting projects contributed to stabilizing or increasing households' diet diversity scores, achieving at least 90% of 2015 targets/milestones
1.2.3 Coping strategy index	48	41	85%		- 37 of the 41 reporting projects contributed to stabilizing or decreasing negative coping strategies, achieving at least 90% of 2015 targets/milestones

Output A – General distribution: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	44.4	42.6	96%
Quantity of food distributed (thousand mt)	2 645	2 332	88%
Value of CBTs to beneficiaries (million USD)	1 164	573	49%

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	3 972	2 648	67%

Outcome 1.3 – Restored or stabilized access to basic services and/or community assets ■

163. In 2015, 14 WFP operations implemented emergency and early recovery activities to help restore or stabilize access to community assets and services. Most of these activities achieved outcome-level performance milestones/targets and assisted more people in need than planned. Insufficient funding resulted in expenditures totalling only 36 percent of needs, forcing several projects to adopt mitigation strategies that had negative effects on the quality and/or quantity of assistance provided:

- In the Democratic Republic of the Congo, the country office had to reduce the number of schools assisted by 65 percent compared with 2014.
- In Nepal, asset rehabilitation activities for 850,000 affected people – 88 percent of the planned number – had to be shortened because of limited funding.

Table 5: **Outcome 1.3 – Restored or stabilized access to basic services and/or community assets**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
1.3.1 Retention rate of boys and girls in WFP-assisted schools	9	5	56%		• The 5 reporting projects achieved rates of retention of children in schools that surpassed the corporate target of 70%
1.3.2 Enrolment rate of boys and girls in WFP-assisted schools	5	4	80%		• The 4 reporting projects registered positive growth in enrolment, with 3 achieving 90% or more of 2015 targets/milestones
1.3.3 Default rate of clients from:					
– anti-retroviral therapy (ART)	5	4	80%		• Default rates by WFP-assisted clients from anti-retroviral therapy in 3 of the 4 reporting projects were less than 15% – the Sphere standard for operating in emergencies
– tuberculosis (TB) directly observed treatment (DOT)	2	2	100%		• The 2 reporting projects met targets for default rates by WFP-assisted clients from TB-DOTS
– prevention of mother-to-child transmission (PMTCT) programmes	1	1	100%		• The 1 project reporting on PMTCT programmes achieved the Sphere target for default rates
1.3.4 Community asset score	7	6	86%		• 5 of the 6 reporting projects met or surpassed 2015 targets/milestones for increasing community assets

Output A – School meals, HIV/AIDS and FFA and FFT: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	1.5	2.0	133%
Quantity of food distributed (thousand mt)	89	32	35%
Value of CBTs to beneficiaries (million USD)	8.0	15.1	188%
Number of institutional sites assisted: schools	2 268	1 054	47%
Output B: Community or livelihood assets built, restored or maintained by targeted households and communities			
Output indicator	**Planned**	**Actual**	**Achieved**
Kilometres of roads and mountain trails built/rehabilitated	6 747	6 431	95%
Hectares of land protected or improved, including forests planted	145 990	139 789	96%

Bridges constructed/rehabilitated	51	49	96%

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	132	47	36%

*Outcome 1.4 – **National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies***

164. WFP's ability to save lives and protect livelihoods in emergencies depends on the actions of governments, communities and regional organizations in preparing for and responding to shocks. In collaboration with national, regional and local disaster-management organizations, WFP shares expertise in early warning, contingency planning and vulnerability analysis and mapping (VAM), and provides support in logistics, emergency telecommunications and engineering.

165. WFP's provision of support services for the humanitarian community in emergencies was well resourced: expenditures covered 99 percent of needs. Because of more adequate donor funding, various client/stakeholder surveys demonstrate that WFP was effective in this role. Core activities included disseminating information on infrastructure, customs, fuel availability and logistics bottlenecks; establishing communication networks and sharing reliable Internet connectivity; storing and transporting relief items for the education, water and sanitation, shelter and food security sectors; and providing fuel to minimize delays in delivering assistance to remote locations. Emergency responders regarded UNHAS as a critical lifeline for affected populations, enabling travel for 14,000 passengers a month and delivery of 76,000 mt of cargo for the logistics cluster in some of the most hard-to-reach locations in the world.

166. Because of insufficient donor funding, expenditure on capacity development covered only 26 percent of needs, so the outcome-level evidence base for assessing WFP's performance in supporting institutional emergency preparedness remained limited in 2015. This lack of financial resources reduced the scope of activities, although large numbers of government/partner staff members in some countries received WFP technical assistance and training in emergency preparedness. Further data requirements will be defined by partner or government responses to future emergencies.

Table 6: **Outcome 1.4 – National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
1.4.1 Emergency preparedness capacity index	13	1	8%	▨	- The 1 project reporting a value showed a slight decline in government capacity, but this resulted from improved application of the calculation methodology since the baseline estimate was set
1.4.2 User satisfaction rate	8	6	75%	■	- Users of WFP's logistics, emergency IT and UNHAS services reported high satisfaction rates in 5 of 6 reporting projects[41]

Output C: Logistics augmentation, UNHAS or emergency telecommunications services provided

Output indicator	**Planned**	**Actual**	**Achieved**
Number of operational areas covered by common security telecommunications network (global average)	84	63	75%
Number of agencies and organizations using services provided by WFP (transport, storage, data provision, coordination et al.)	2 048	2 285	112%
Average number of passengers transported, per month	14 880	13 775	93%
Quantity of humanitarian cargo handled, moved or transported (mt)	73 473	75 785	103%

Output D: Emergency management capacity created and/or supported

Output indicator	**Planned**	**Actual**	**Achieved**
Government/partner staff receiving technical assistance and training (security, emergency telecommunications, food security monitoring, programme design and implementation, policy development)	11 082	9 873	89%

Financial inputs

Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	285	272	95%

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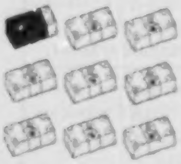
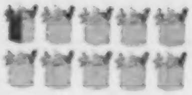
[41] Customer satisfaction with the logistics, emergency IT and food security coordination clusters is reported in Part III.

Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

Share of 2015 expenditures, food distribution, rations and beneficiaries under Strategic Objective 2

Expenditures	Food distributed	CBTs	Rations	Beneficiaries
				
USD 0.36 billion (9%)	**0.23 million mt** (7%)	**USD 29 million** (4%)	**0.8 billion** (6%)	**10.5 million** (13%)

167. Under Strategic Objective 2, which targets countries emerging from instability, conflict and natural disaster, WFP provides food assistance for vulnerable populations, refugees and displaced people to support nutrition and food security and promote stability, resilience and self-reliance. WFP also assists governments and communities in rebuilding livelihoods and enhancing capacities to connect to markets and manage food systems.

168. Activities under Strategic Objective 2 directly assisted 13 percent of WFP beneficiaries in 2015. Programmes implemented towards this objective represented 9 percent of operational expenditures, and met only 30 percent of planned needs because of funding shortfalls. Funding issues also affected distributions: only 30 percent of planned food and 12 percent of planned CBTs were distributed.

169. Performance was strong in improving beneficiaries' food consumption and access to education and addressing undernutrition. However, gaps in outcome-level reporting limited assessment of community resilience linked to asset creation and of national capacity to address food insecurity.

Outcome 2.1 – ***Adequate food consumption reached or maintained over assistance period for targeted households***

170. WFP's general distributions of food or CBTs in post-emergency contexts helped raise the food consumption and dietary diversity of vulnerable populations to adequate levels in several locations. However, the scope of activities implemented around the world was much lower than planned: only 33 percent of planned beneficiaries were reached, and only 10 percent of planned food transfers and 11 percent of planned CBTs were distributed.

171. The main reason for the substantial reductions in outputs is insufficient funding, with expenditures covering only 16 percent of needs. For example, in countries including Burundi and Yemen, prioritization of emergency activities under Strategic Objective 1 shifted support away from early recovery activities. Supply pipeline breaks, reported in Kenya, Liberia and the Sudan, also affected the availability of food and forced reductions in the numbers and sizes of rations provided. Additional factors reported were ceasefires, which reduced displacements and humanitarian needs; transport strikes,

which had impacts on road access and distributions; and delays in the completion of vulnerability assessments, which are critical for beneficiary targeting.

172. Achievement of outcome-level targets and milestones in the East and Central Africa region in 2015 was attributed to: i) improved targeting and prioritization of beneficiaries; ii) increased efforts to deliver full rations; and iii) improved sharing of information with beneficiaries to ensure that they understand targeting criteria, their entitlements and where and how to voice complaints.

Table 7: **Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
2.1.1 Food consumption score	**34**	**20**	**59%**		**13 of the 20 reporting projects reached 2015 targets/milestones and 6 made moderate progress in reducing the proportion of households with poor or borderline food consumption**
2.1.2 Diet diversity score	**33**	**19**	**58%**		**15 of the 19 reporting projects increased diversity of the average household diet, achieving 90% of target/milestone values**
2.1.3 Coping strategy index	18	7	39%		The 7 reporting projects reduced negative coping strategies among assisted households

Output A – General distribution: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	3.4	1.4	41%
Quantity of food distributed (thousand mt)	200	19	10%
Value of CBTs to beneficiaries (million USD)	137	14.5	11%

Financial inputs

Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	305	49	16%

Outcome 2.2 – *Improved access to assets and/or services, including community and market infrastructure*

173. WFP provided targeted food assistance to 6.5 million beneficiaries in fragile settings in 2015 to reduce food insecurity by: i) helping to create and safeguard assets that contribute to community resilience; and

ii) working to restore educational systems and provide safety nets, helping to return children's lives to normal and increase social cohesion following periods of disruption.

174. As in 2014, the number of assets restored or created through WFP food and cash-based programmes was impressive: 9,237 km of roads and mountain trails, 156,262 ha of land, and 376,980 m^3 of reservoirs. Anecdotal evidence shows that every asset created provides communities with benefits and value. However, assessment of community resilience linked to asset creation was limited by gaps in outcome-level data and reporting, the causes of which will be examined further in 2016.

175. WFP provided on-site meals and take-home rations to more than 13,000 schools in post-emergency contexts. These rations served as an important incentive for families to send their children to school and contributed to marked improvements in the enrolment and retention of children, particularly girls, in assisted schools. Supporting factors identified by reporting projects included community sensitization and mobilization, and the improvement of security conditions, which created an environment in which parents felt comfortable allowing their children to attend school.

176. Several school meal programmes cut ration sizes because of funding shortfalls. For example, the WFP country office in Colombia indicated that students in boarding schools continued to face significant food deficits, even though these reduced rations were effective in attracting and retaining children in school and contributed to protecting them from armed groups.

Table 8: **Outcome 2.2 – Improved access to assets and/or basic services, including community and market infrastructure**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
2.2.1 Community asset score	32	9	28%		• 8 of the 9 reporting projects surpassed 2015 targets/milestones for increasing community assets
2.2.2 Retention rate of boys and girls in WFP-assisted schools	19	10	53%		• The 10 reporting projects exceeded the 70% corporate target for retention rates achieved in WFP-assisted schools averaged 94% for girls and 93% for boys
2.2.3 Enrolment rate of boys and girls in WFP-assisted schools	19	15	79%		• 12 of the 15 reporting projects registered increased enrolment, with 8 achieving 90% or more of 2015 targets/milestones

Output A – School meals and FFA/FFT: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	6.6	6.5	98%
Quantity of food distributed (thousand mt)	393	158	40%
Value of CBTs to beneficiaries (million USD)	94.5	14.4	15%
Number of institutional sites assisted: schools	16 885	13 101	78%

Output B: Community or livelihood assets built, restored or maintained by targeted households and communities			
Output indicator	**Planned**	**Actual**	**Achieved**
Kilometres of roads and mountain trails built/rehabilitated	9 808	9 237	94%
Hectares of land protected or improved, including forests planted	160 464	156 262	97%
Bridges constructed/rehabilitated	8	8	100%
Wells constructed	391	314	80%
Volume of dams constructed (m^3)	443 777	376 980	85%

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	589	223	38%

Outcome 2.3 – *Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children*

177. In post-emergency contexts, WFP provided nutrient-dense foods for all targeted children, pregnant and lactating women, and patients receiving anti-retroviral therapy and tuberculosis treatment, but resources were stretched. Expenditures covered only 28 percent of programming needs, as evidenced by the low quantity of food distributed – 32 percent of planned tonnage. In response to funding gaps, several country offices shortened the assistance period, for example providing blanket supplementary feeding during the lean season only, or provided acute malnutrition treatment to fewer groups. Nevertheless, data from reporting projects show that WFP food assistance effectively contributed to the recovery of beneficiaries treated for moderate acute malnutrition, and that programmes for preventing chronic or acute malnutrition covered large segments of targeted populations.

178. WFP is working increasingly with governments to integrate nutrition indicators into national health systems and strengthening capacities at the central and decentralized levels for collecting and analysing these data to improve information on nutrition needs and programme results.

Table 9: **Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
2.3.1 MAM treatment:				■	• More than 1 million children, pregnant and lactating women and ART clients received nutrient-dense foods to treat MAM • In reporting projects, 88% of assisted beneficiaries recovered, fewer than 1% died, 5% did not respond to treatment and 7% defaulted
– default rate	**15**	**10**	**67%**		
– mortality rate	**14**	**10**	**71%**		
– non-response rate	**14**	**10**	**71%**		
– recovery rate	**14**	**10**	**71%**		

Table 9: **Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
2.3.2 Proportion of target population who participate in an adequate number of distributions	19	11	58%	■	• Nutrient-dense food was provided to 1.6 million children to prevent acute or chronic malnutrition • In the 11 reporting projects, 80% of beneficiaries participated in the target 66% of distributions
2.3.3 Proportion of eligible population who participate in programme (coverage)	26	14	54%	■	• In the 14 reporting projects, 63% of eligible population participated in WFP's nutrition activities
2.3.4 Proportion of children consuming a minimum acceptable diet	14	6	43%	▨	• In the 6 reporting projects, 38% of children consumed an acceptable diet
2.3.5 Average number of school days per month when multi-fortified foods or at least four food groups were provided	7	4	57%	■	• The 4 reporting projects provided fortified or diverse foods for schoolchildren on the planned number of days per month

Output A – Nutrition: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	**Planned**	**Actual**	**% Achieved**
Number of women, men, boys and girls receiving food assistance (million)	2.6	2.6	100%
Quantity of food distributed (thousand mt)	155	50	32%
Value of cash-based and voucher transfers to beneficiaries (million USD)	12.9	0.0	0%
Number of institutional sites assisted: health centres	6 322	5 537	88%

Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively

Output indicator	**Planned**	**Actual**	**% Achieved**
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	100	87	87%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	100	82	82%
Proportion of women receiving nutrition counselling supported by WFP against proportion of planned	100	123%	123%
Proportion of men receiving nutrition counselling supported by WFP against proportion of planned	100	135	135%
Proportion of targeted caregivers (male and female) receiving three key messages delivered through WFP supported messaging and counselling	100	75	75%

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	233	66	28%

Outcome 2.4 – *Capacity developed to address national food insecurity needs*

179. When conflict and protracted crises lead to fragility, reduce access to markets and interrupt food supply, WFP leverages its expertise – for example, in food procurement, logistics and engineering – by working with partners to increase government and community capacities to manage food systems.

180. Capacity development activities addressing food insecurity were severely under-resourced, with expenditures covering only 13 percent of needs. Not surprisingly, the evidence base for assessing WFP's performance was also insufficient to draw any conclusions, although there were some significant output-level achievements, for instance in terms of the number of national assessments supported to integrate a food security and nutrition lens.

181. The national capacity index (NCI) is a robust measure of capacity development outcome-level performance, but its implementation is knowledge and resource-intensive. To facilitate WFP country offices measurement of progress in capacity development on a yearly basis, WFP is refining a tool and approach to apply the critical concepts underlying the NCI in more agile capacity assessment and measurement processes.

Table 10: **Outcome 2.4 – Capacity developed to address national food insecurity needs**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
2.4.1 National capacity index (NCI)					• NCI-based methodologies for measuring resilience or nutrition results have not been developed; WFP is considering how best to capture capacity development advances in these two thematic areas • The project reporting on school meal capacity development achieved its target in 1 region and made moderate progress in another
– **food security programmes**	**8**	**0**	**0%**	▨	
– **general**	**3**	**0**	**0%**	▨	
– **nutrition**	—	—	—	**Not applicable**	
– **resilience**	—	—	—	**Not applicable**	
– **school meals**	**5**	**1**	**20%**	▨	

Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	11	10	91%

Number of technical support activities provided on food security monitoring and food assistance	1 122	1 050	94%

Output F: National systems to monitor trends in food security and nutrition strengthened

Output indicator	**Planned**	**Actual**	**Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	169	167	99%
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	27	43	159%

Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school meals

Output indicator	**Planned**	**Actual**	**Achieved**
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	*Insufficient data*		

Output M: National nutrition, school meals, safety net policies and/or regulatory frameworks in place

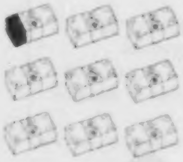
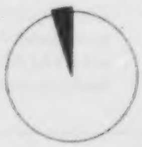
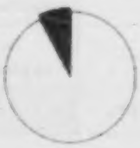
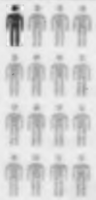
Output indicator	**Planned**	**Actual**	**% Achieved**
Number of national programmes developed with WFP support (nutrition, school meals, safety net)	*Insufficient data*		
Number of national safety net policies that are nutrition sensitive	*Insufficient data*		

Financial inputs

Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	39	5	13%

Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

Share of 2015 expenditures, food distribution, rations and beneficiaries under Strategic Objective 3

Expenditures	**Food distributed**	**CBTs**	**Rations**	**Beneficiaries**
				
USD 0.18 billion (4%)	**0.16 million mt** (5%)	**USD 50 million** (8%)	**0.7 billion** (6%)	**4.8 million** (6%)

182. WFP interventions under Strategic Objective 3 aim to enable poor people to meet their nutrition and food needs by helping to build their resilience to future shocks and break the cycle of food insecurity and dependence. To do this, WFP uses both advocacy and food assistance; it leverages its purchasing power

to connect smallholder farmers to markets; builds household, community and national capacities to prepare for, manage and respond to disaster and climate risks; and increases government capacities to establish, manage and scale up early warning and emergency preparedness systems for food security and nutrition.

183. In 2015, Strategic Objective 3 continued to receive the least financial support: resources disbursed amounted to only 4 percent of total expenditures and covered only 26 percent of planned needs. This shortage contributed to decreases of 23 percent in beneficiaries assisted and 30 percent in food distributed since 2014. However, CBTs increased slightly – by USD 2.7 million – and accounted for 8 percent of all WFP cash-based distributions – the second largest share after Strategic Objective 1.

184. Outcome-level performance was mixed. WFP helped enhance the food and livelihood security of communities and moderately stimulated marketing opportunities for local producers and traders, but results in building capacity to manage climate shocks and risks were inconclusive.

Outcome 3.1 ***– Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households***

185. WFP disaster risk reduction operations often focus on strengthening both the food security and the access to assets of households and communities, with a view to enhancing their ability to withstand shocks and adapt to climate change. The evidence base for this outcome increased in 2015 and demonstrates that WFP helped improve the quantity and quality of people's diets while reducing the risks to their livelihoods. However, operations had to be scaled down significantly as expenditures covered only 30 percent of needs, as reflected in WFP's output-level performance.

186. An assessment of asset creation and rehabilitation projects in the Latin America and Caribbean region for 2015 shows how influential the selection of assets selected by targeted communities to build or restore is in achieving programme targets. When inputs or tools need to be financed by third parties, the capacity and presence of partners such as government counterparts or complementary partners are key to determining the speed of progress.

187. In 2015, the RBAs developed a joint conceptual framework[42] that identifies the complementarities among their respective resilience tools and approaches and the potential for using these to increase the effectiveness of support to food-insecure people. Joint country case studies of Guatemala, Kenya and the Niger illustrate existing partnerships and explore opportunities for enhanced collaboration on building resilience at scale.

Table 11: **Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
3.1.1 Community asset score	48	21	44%	▨	• In 12 of the 21 reporting projects, the increases in community assets met or surpassed 2015 targets/ milestones

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[42] "Strengthening Resilience for Food Security and Nutrition" was issued in April 2015.

Table 11: **Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
3.1.2 Food consumption score	**50**	**32**	**64%**		• 19 of the reporting projects contributed to reducing the proportion of households with poor or borderline food consumption, achieving at least 90% of 2015 targets/milestones; the remaining 13 reporting projects recorded moderate progress
3.1.3 Diet diversity score	**48**	**33**	**69%**		• 27 of the 33 projects reporting on improved household dietary diversity achieved 90% or more of 2015 targets/milestones
3.1.4 Coping strategy index	**48**	**29**	**60%**		• 19 of the 29 projects reporting on reducing negative coping strategies achieved 90% or more of 2015 targets/milestones
3.1.5 Retention rate of boys and girls in WFP-assisted schools	—	—	—	**Not applicable**	• No project included this indicator in its logframe in 2015

Output A – General distributions, school meals and FFA/FFT: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	6.2	4.8	77%
Quantity of food distributed (thousand mt)	369	156	42%
Value of CBTs to beneficiaries (million USD)	141	50	35%

Output B: Community or livelihood assets built, restored or maintained by targeted households and communities

Output indicator	**Planned**	**Actual**	**% achieved**
Kilometres of roads built/rehabilitated, including mountain trails	2 749	1 783	65%
Hectares of land protected or improved, including forests planted	247 922	174 404	70%
Bridges constructed/rehabilitated	51	28	55%
Wells constructed	1 021	797	78%
Volume of dams constructed (m^3)	1 682 687	2 327 157	138%

Output I: Increased WFP fortified foods, complementary foods and special nutrition products produced purchased from local suppliers

Output indicator	**Planned**	**Actual**	**% Achieved**
Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	552	167	30%

Outcome 3.2 – Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels

188. WFP leverages its procurement, deep-field presence, and expertise in staples markets, logistics and post-harvest handling to help increase smallholder farmers' crop production and sales and encourage agricultural market development. In 2015, WFP purchased 124,000 mt of food from smallholders and local traders, increasing marketing opportunities in developing countries, but falling short of targets for local purchases as a proportion of WFP food distributions.

189. Reasons for under-performance in achieving targets varied among countries: adverse weather related to El Niño reduced crop yields; farmers opted to sell to other buyers for immediate cash; sudden arrivals of refugees required larger immediate food purchases than smallholders could supply; programmes started late; and activities received insufficient funding. Nevertheless, significant results were achieved, including in Ghana, Honduras, Malawi, Mozambique, Nicaragua, Senegal and Zambia, where the production of local small-scale farmers was stimulated and linked to WFP or national school meal safety net programmes.

190. In 2016, WFP will build on achievements and lessons identified in the Purchase for Progress (P4P) evaluation, focusing on increasing the inclusion of smallholder farmers in WFP's regular supply chain.

Table 12: **Outcome 3.2 – Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	**34**	**20**	**59%**	▒	• 16 of the 20 reporting projects made moderate or strong progress towards 2015 milestones/targets on purchases of food from local, national or regional suppliers
3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	5	3	60%	■	• 2 of the 3 reporting projects exceeded 2015 milestones/targets on local, national or regional purchases of fortified food
3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	**27**	**17**	**63%**	▒	• 8 of the 17 reporting projects surpassed 2015 milestones/targets for food purchases from pro-smallholder aggregation systems; another 4 showed moderate progress

Output H: Increased WFP food purchase from regional, national and local markets and smallholder farmers			
Output indicator	**Planned**	**Actual**	**% Achieved**
Quantity of food purchased locally through local and regional purchases (expressed in thousand mt)	63	78	124%
Quantity of food purchased locally from pro-smallholder aggregation systems (expressed in thousand mt)	49	46	93%
Number of farmer organizations trained in market access and post-harvest handling skills	3 107	688	22%
Number of smallholder farmers supported by WFP	250 325	273 835[43]	109%

Output I: Increased WFP fortified foods, complementary foods and special nutrition products produced purchased from local suppliers			
Output indicator	**Planned**	**Actual**	**% Achieved**
Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	*Insufficient data*		

Outcome 3.3 – ***Risk reduction capacity of countries, communities and institutions strengthened***

191. To facilitate the shift from disaster response to risk management, WFP helps governments build the capacity to manage disaster risks by incorporating tools such as weather-index insurance into risk management and social protection schemes and assisting the development of systems that combine early-warning, contingency-planning and finance and risk transfer tools.

192. While outputs of WFP's contribution to risk reduction at the community, country and institutional levels were generally good, outcome-level reporting was limited. Country offices struggled with the methodology for monitoring WFP's capacity development outcome indicators (see section on Outcome 2.4).

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[43] Total membership of the farmer organizations participating in WFP market development programmes is considered a proxy for the total number of smallholder farmers supported. The value presented here differs from that included in Box 2 (page 32) on smallholder engagement because not all projects include this output indicator in their logical frameworks.

Table 13: **Outcome 3.3 – Risk reduction capacity of countries, communities and institutions strengthened**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
3.3.1 National capacity index (NCI):					• 2 of the 3 projects reporting on the general NCI achieved 2015 milestones/targets • The 1 project reporting on the NCI for food security programmes demonstrated improvements in policy and legislation, and in the accountability and effectiveness of institutions • An NCI methodology for measuring resilience has not been developed; WFP is considering how best to capture capacity development advances in this thematic area • No project reported on the school meal NCI
– general	5	3	60%	■	
– food security programmes	8	1	13%	▨	
– resilience	—	—	—	Not applicable	
– school meals	1	0	0%	▨	
3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	19	4	21%	▨	• The 4 reporting projects contributed to strengthening communities' resilience capacity, surpassing 2015 milestones/targets

Output F: National systems to monitor trends in food security and nutrition strengthened

Output indicator	Planned	Actual	% Achieved
Number of government counterparts trained in data collection and analysis on food and nutrition security	2 070	2 007	97%
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	60	34	57%

Output G: Human capacity to reduce risk of disasters and shocks developed

Output indicator	Planned	Actual	% Achieved
Number of food-for-training beneficiaries	290 000	125 000	43%

Output J: National safety nets for food security, nutrition, education, community assets, and overall contribution to resilience building supported

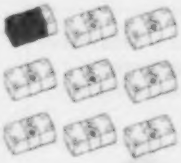
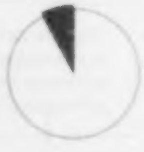
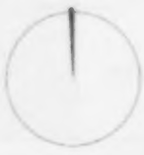
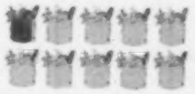
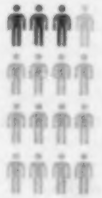
Output indicator	Planned	Actual	% Achieved
Government/partner staff receiving technical assistance and training (early warning systems, contingency planning, disaster risk reduction, food security monitoring, programme design and implementation, policy development)	23 963	23 533	98%

Output M: National nutrition, school meals, safety net policies and/or regulatory frameworks in place			
Output indicator	**Planned**	**Actual**	**% Achieved**
Number of national programmes developed with WFP support (nutrition, school meals, safety net)	9	8	**89%**
Number of national safety net policies that are nutrition sensitive	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	34	11	32%

Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger

Share of 2015 expenditures, food distribution, rations and beneficiaries under Strategic Objective 4

Expenditures	**Food distributed**	**CBTs**	**Rations**	**Beneficiaries**
				
USD 0.32 billion (8%)	**0.24 million mt** (8%)	**USD 6 million** (1%)	**0.9 billion** (7%)	**14.7 million** (18%)

193. Strategic Objective 4 addresses chronic undernutrition and the intergenerational cycle of hunger in countries where wasting, stunting and micronutrient deficiency rates are high. WFP uses its field presence and works through multi-stakeholder projects to enhance local, national and regional capacities to establish nutrition policies and programmes.

194. Eighteen percent of WFP's beneficiaries received direct assistance under Strategic Objective 4 in 2015. Expenditures on this objective accounted for 8 percent of all programme expenditures, but covered only 32 percent of planned needs because of insufficient funding.

195. WFP helped to reduce malnutrition and contributed to improvements in access to education, but results in enhancing local and national capacities to deliver food assistance programmes were affected by resourcing constraints and were inconclusive.

Outcome 4.1 – ***Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children***

196. In areas with high rates of malnutrition, WFP contributes to programmes that prevent stunting, wasting and micronutrient deficiencies and that treat acute malnutrition in vulnerable groups. WFP provides direct food assistance for beneficiaries and supports governments in developing and scaling up nutrition

programmes, with a focus on the first 1,000 days of life to prevent irreversible mental and physical damage.

197. For nutrition projects under Strategic Objective 4, WFP's implementing partners are often host governments or national non-governmental organizations (NGOs) rather than international organizations. As a result, the efficiency and effectiveness of programmes are sometimes reduced in the short term, but national capacity is built and nutrition interventions made more sustainable in the longer term.

198. Despite monitoring and reporting challenges, available data indicate that WFP-supported programmes for treating and preventing malnutrition were generally effective. WFP is working to improve guidelines to ensure accurate and complete reporting of coverage, participation and minimum acceptable diet[44] indicators, which were introduced in 2014. It is also drawing lessons from the few countries where long-term prevention programming is showing signs of success, such as Guatemala, Malawi and Pakistan.

Table 14: **Outcome 4.1 – Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
4.1.1 MAM treatment:				■	• 2.7 million acutely malnourished children, pregnant and lactating women and ART clients received nutrient-dense foods • In reporting projects, averages of 77% of beneficiaries recovered nutritionally, fewer than 1% died, 9% did not meet discharge criteria and 13% defaulted
– **default rate**	25	19	76%		
– **mortality rate**	25	19	76%		
– **non-response rate**	25	19	76%		
– **recovery rate**	27	19	70%		
4.1.2 Proportion of target population who participate in an adequate number of distributions	20	8	40%	▨	• More than 475,000 children received nutrient-dense food to prevent malnutrition and stunting • In the 8 reporting projects, an average of 73% of beneficiaries attended more than two thirds of distributions; the corporate target was 66%
4.1.3 Proportion of eligible population who participate in programme (coverage)	45	26	58%	■	• In the 26 reporting projects, an average of 63% of targeted beneficiaries participated in WFP's nutrition activities
4.1.4 Proportion of children consuming a minimum acceptable diet	31	13	42%	▨	• In the 13 reporting projects, an average of only 29% of children had minimum levels of dietary diversity and meal frequency; the corporate target was 70%

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[44] The minimal acceptable diet is a critical indicator used by the international nutrition community and is a good proxy for child nutritional status. WFP adopted this high standard in 2014 to ensure adequate monitoring of programmes that contribute to long-term reductions in chronic malnutrition. However, it is a composite indicator affected by a range of factors, requiring long-term interventions and intensive data collection to generate clear, measurable results. WFP will continue to document progress while building a longer-term evidence base to support clear conclusions from minimum acceptable diet outcome data.

Table 14: **Outcome 4.1 – Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
4.1.5 Food Consumption Score	7	4	57%		• The 4 projects reporting on improved household food consumption achieved 2015 targets/milestones
4.1.6 Average number of school days per month when fortified foods or at least four food groups were provided	16	8	50%		• 5 of the 8 projects reporting on provision of fortified or diverse foods to schoolchildren achieved 90% or more of 2015 targets/milestones

Output A – Nutrition: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	3.6	3.2	89%
Quantity of food distributed (thousand mt)	214	67	31%
Value of CBTs to beneficiaries (million USD)	10.5	3.4	32%
Number of institutional sites assisted: health centres	21 575	13 616	63%

Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively

Output indicator	Planned	Actual	Achieved
Proportion of women exposed to nutrition messaging supported by WFP against proportion planned	100	89	89%
Proportion of men exposed to nutrition messaging supported by WFP against proportion planned	100	62	62%
Proportion of women receiving nutrition counselling supported by WFP against proportion of planned	100	78	78%
Proportion of men receiving nutrition counselling supported by WFP against proportion of planned	100	68	68%
Proportion of targeted caregivers (men and women) receiving three messages delivered through WFP supported messaging and counselling	100	115	115%

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	326	82	25%

Outcome 4.2 – Increased equitable access to and utilization of education

199. WFP seeks to increase equitable access to education by supporting governments in delivering school meal programmes for chronically undernourished populations.

200. In 2015, WFP assisted 11.5 million children with school meals under Strategic Objective 4; these programmes were comparatively well resourced, with expenditures covering 53 percent of needs. School meals helped to improve school retention rates in nearly all the countries assisted. Enrolment in WFP-supported schools also showed positive growth, but often fell short of corporate targets; in many countries, school meal programmes have been operating for several years and only small additional gains can be made in enrolment. In these contexts, programmes are designed to provide an incentive for continued attendance in school and to maintain progress achieved, as governments assume control of such safety net programmes.

Table 15: **Outcome 4.2 – Increased equitable access to and utilization of education**

Outcome indicator	Relevant projects	Projects reporting sufficient data to assess progress		Performance rating	Highlights
4.2.1 Enrolment rate of boys and girls in WFP-assisted schools	47	41	87%	▨	- 28 of the 41 reporting projects registered increased enrolment of children in WFP-assisted schools, but increases were generally moderate
4.2.2 Retention rate of boys and girls in WFP-assisted schools	37	28	76%	■	- 27 of the 28 reporting projects increased the retention of children in WFP-assisted schools, achieving 90% or more of 2015 targets/milestones

Output A – School meals: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	4.7	11.5	245%
Quantity of food distributed (thousand mt)	280	174	62%
Value of CBTs to beneficiaries (million USD)	17.8	2.4	13%
Number of institutional sites assisted: schools	55 405	48 513	88%

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	409	215	53%

Outcome 4.3 – Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels

201. Building government capacities to develop, manage and scale up nutrition, school meal and safety net programmes is central to reducing vulnerability and achieving lasting resilience.

202. As noted under outcome 2.4, WFP's use of the NCI to measure changes in capacity development at the outcome level presents methodological challenges for monitoring and reporting on all Strategic Objectives.

203. At the output-level, WFP achieved results in training government counterparts to collect and analyse food security and nutrition data, and in supporting the development of national safety net programmes. However, activities for developing government capacities to manage and scale up programmes were continuously undermined by insufficient funds. Because of this funding problem, expenditures covered only 12 percent of needs – the largest resourcing gap for all outcomes.

Table 16: **Outcome 4.3 – Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels**

Outcome indicator	**Relevant projects**	**Projects reporting sufficient data to assess progress**		**Performance rating**	**Highlights**
4.3.1 National capacity index (NCI):				▨	• The 2 projects reporting on the general NCI contributed to enhancing national food security programmes, achieving 2015 milestones • An NCI methodology for measuring nutrition status has not been developed; WFP is considering how best to capture capacity development advancements in this thematic area • 9 of the 13 projects reporting on development of school meal programme capacity achieved 90% or more of 2015 targets/milestones; 3 others made moderate progress
– **food security programmes**	3	0	0%		
– **general**	3	2	67%	■	
– **nutrition**	—	—	—	**Not applicable**	
– **school meals**	28	13	46%	▨	

Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems

Output indicator	**Planned**	**Actual**	**Achieved**
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	*Insufficient data*		
Number of technical support activities provided on food security monitoring and food assistance	*Insufficient data*		

Output F: National systems to monitor trends in food security and nutrition strengthened			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	162	154	95%
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	70	69	99%
Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school meals			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas (technical/strategic/managerial)	9 042	6 640	73%
Output M: National nutrition, school meal, safety net policies and/or regulatory frameworks in place			
Output indicator	**Planned**	**Actual**	**% Achieved**
Number of national programmes developed with WFP support (nutrition, school meal, safety net)	300	296	99%
Number of national safety net policies that are nutrition-sensitive	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	111	13	12%

Cross-Cutting Results

204. This section focuses on the three cross-cutting areas identified in WFP's 2014–2017 Strategic Results Framework: gender, protection and accountability to affected populations, and partnerships. Achievement of WFP's outputs and outcomes depends on integrating these elements into project planning, design, implementation and monitoring. This is the second year that WFP has monitored achievements in cross-cutting areas. The following analysis provides comparisons and trends where possible.

Gender

205. Results in improving gender equality and empowerment capture: i) household decision-making regarding the use of CBTs or food; ii) gender balance among the leaders of project management committees; and iii) equal opportunities for training in distribution modalities (see Table 17).

Table 17: **Cross-cutting result: Gender equality and empowerment improved**

Performance indicator	Relevant projects	Projects reporting performance data	Projects meeting targets
Proportion of households where:			
– females make decisions over the use of CBTs, or food within the household	121	107	81%
– males make decisions	120	103	62%
– females and males make decisions together	138	120	47%
Proportion of women beneficiaries in leadership positions on project management committees	143	124	70%
Proportion of women project management committee members trained in distribution modalities	134	116	72%

206. One of the goals of WFP's Gender Policy is to increase the power of women and girls in decision-making regarding food security and nutrition in households, communities and societies: this goal is important because women face social and economic disadvantages in many countries where WFP operates.[45] WFP projects contributed to increasing women's decision-making over the use of resources in 55 countries – more than in 2014; 81 percent of projects achieved the target for this indicator.

207. The indicator for women's decision-making should be interpreted in tandem with those for men's decision-making and joint decision-making by women and men. Compared with 2014, more than twice as many projects reported data on joint decision-making in households – a positive step in implementing Gender Policy objectives II, on equal participation, and III, on decision-making by women and girls. Several projects noted that sensitization work and campaigns emphasized the importance of joint decision-making in households.

208. Analysis of the 20 largest WFP projects, accounting for more than two thirds of total resources, revealed that men made more decisions when cash-based assistance was provided; projects where assistance was mostly food-based reported greater achievement of targets for women's decision-making.

209. WFP's intended results in improving gender equality and empowerment also include gender balance among leaders of project management committees and equal opportunities for training on distribution modalities. In 2015, significantly more projects reported on women's participation in project management committees and in training in distribution modalities, confirming trends observed in 2014. While more than 70 percent of reporting projects attained targets, in some contexts – such as in humanitarian operations in the Middle East and the Horn of Africa – more work is needed to encourage women's participation in leadership activities and to strengthen training programmes provided through partners.

Protection and Accountability to Affected Populations

210. In all of its programmes, WFP works to ensure that food assistance is delivered and used in safe, accountable and dignified conditions. 2015 was the second year in which WFP projects monitored and reported on data on protection and accountability to affected populations. In both areas, there were

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[45] http://progress.unwomen.org/en/2015/.

significant increases in the numbers of projects reporting performance data: 45 percent on the safety indicator and 60 percent on people informed about programmes. Table 18 presents the results achieved, disaggregated by gender.

Table 18: **Cross-cutting result: WFP assistance delivered and utilized in safe, accountable and dignified conditions**

Performance indicator	Relevant projects	Projects reporting performance data	Projects meeting targets
Proportion of assisted people who do not experience safety problems at WFP programme sites or travelling to and from them	101	94	97%
– women	115	97	96%
– men	112	99	96%
Proportion of assisted people informed as to who is included in a programme, what people will receive and where they can complain	104	93	67%
– women	123	106	65%
– men	120	107	67%

211. Achievement of targets for the safety indicator remained very high, at 97 percent of reporting projects. However, projects in countries affected by conflict, such as Afghanistan, Somalia, South Sudan, the Syrian Arab Republic and Yemen, noted that results regarding exposure to safety risks might not be accurate because of the sensitivity of discussing safety issues. Protection concerns that were often under-reported include gender-based violence, theft and coercion, access constraints caused by the roadblocks and checkpoints of armed groups, and airstrikes.

212. WFP focuses on measures to mitigate exposure to protection risks, such as ensuring safe access by increasing the number of distribution sites and locating them close to where people live, reducing travel time and exposure to risks; minimizing crowding and waiting times at distribution sites; sensitizing communities on targeting criteria and entitlements, reducing tensions; and establishing complaint and feedback mechanisms, to manage the concerns raised by beneficiaries.

213. Sixty-seven percent of projects reporting on the provision of information to beneficiaries met targets – fewer than in 2014. This decrease can be explained by the significantly increased reporting on this indicator. Some country offices noted challenges arising from survey questions that were difficult to understand. Also, the indicator captures findings in three areas – targeting criteria, entitlements and where to complain; results are therefore affected even when performance is poor in only one of these areas.

214. In 2015, WFP made concerted efforts to improve information provision by establishing complaints and feedback mechanisms, enhancing sensitization through partners, and increasing engagement with community networks for information dissemination.

Partnerships

215. WFP's cross-cutting indicators in this area reflect the link between partnerships and achievement of WFP's Strategic Objectives. In 2015, the number of projects reporting on all three partnership indicators increased by more than 40 percent compared to the previous year. This increase implies more consistent monitoring and reporting on partnership results at the country office level (see Table 19).

Table 19: **Cross-cutting result: Food assistance interventions coordinated and partnerships developed and maintained**

Performance indicator	Relevant projects	Projects reporting performance data	Projects meeting targets
Proportion of project activities implemented with the engagement of complementary partners	184	160	93%
Number of partner organizations that provide complementary inputs and services	187	158	77%
Amount of complementary funds provided to the project by partners	121	85	67%

216. Results clearly showcase WFP's approach to engaging complementary partners to enable efficient use of all available resources to serve communities and people in a more effective way. More than 90 percent of project activities were implemented through complementary partnerships, with more than three quarters of partners providing inputs and services.

217. Two thirds of projects received the planned levels of complementary resources from partners. In some countries, such as the Philippines, WFP retained most of its partnerships from 2014, including with government bodies, contributing financial and other resources. Complementary funds from NGO, civil society, private-sector and other partners helped improve overall project results.

Results of Trust Fund Projects

218. The APR has traditionally focused on performance of projects funded multilaterally. However, WFP also receives contributions locally to fund activities outside of regular WFP operations. These may include targeting of different beneficiaries as well as the provision of technical assistance in an area of WFP's comparative advantage. Trust funds can be initiated at any level of the organization with a government body, another United Nations agency, NGO, non-profit organization or a private entity. They can take a form of a trust fund project or an operational grant.[46]

219. This report presents an overview of results from the largest WFP trust fund projects implemented at the country and regional levels, to provide a fuller picture of WFP's global achievements.

Overview

220. The trust fund operations reported on in this section were implemented in 13 countries[47] in three regions[48] during 2015. In three of these countries – Dominican Republic, India and Namibia – WFP

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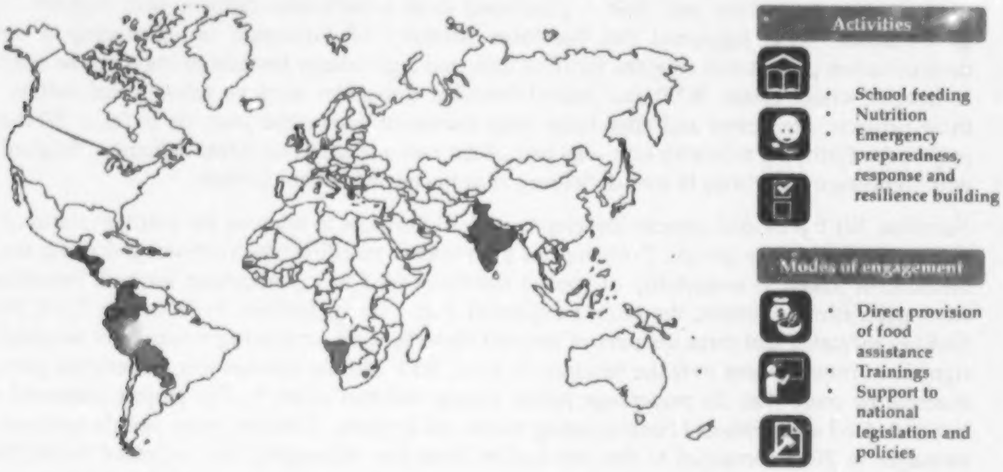
[46] In an operational grant, funds from one or more donors are allocated to several areas in WFP – usually for institutional strengthening programmes.

[47] Plurinational State of Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, India, Lesotho, Namibia, Nicaragua, Paraguay and Peru.

[48] Latin America and the Caribbean, Southern Africa, and Asia, Oceania and the Pacific.

currently implements only trust fund projects. Figure 12 shows the geographical and programmatic span of the operations analysed.

Figure 12: ***Largest WFP trust fund projects in 2015***


Activities
School feeding
Nutrition
Emergency preparedness, response and resilience building
Modes of engagement
Direct provision of food assistance
Trainings
Support to national legislation and policies

221. WFP supported programme implementation by national and local authorities through direct provision of food assistance, training sessions, and enhancement of national legislation and policies in areas of WFP expertise. Programme areas included school meals, nutrition and food security, emergency preparedness and response, disaster risk reduction and resilience-building.

222. WFP's food assistance in trust fund projects served 1.6 million direct beneficiaries. The Honduras school meal programme reached 1.2 million people, while programmes in the Plurinational State of Bolivia, Colombia, the Dominican Republic, El Salvador and Lesotho assisted about half a million – including students, pregnant and lactating women, and children.

223. In India, WFP support to local authorities in Odisha State is expected to benefit 30 million people by improving efficiency of the Targeted Public Distribution System (TPDS) through the use of a customized biometric solution. Introduction of a similar approach in Kerala is expected to benefit another 35 million beneficiaries. In Peru, WFP contributed to the design of a national school meal programme, implemented through the United Nations Development Programme (UNDP) and reaching 3.6 million students at more than 60,000 schools. These cases provide examples of WFP's "beneficiaries of changed policies and practices".[49]

Performance highlights

224. The overarching commitment of WFP under all of the activities and modes of engagement with the host government is successful strengthening of national capacities. Trust fund projects are designed to contribute to outcomes in line with national development goals and WFP's Strategic Plan. The examples below provide an overview of results achieved through activities including school meals, nutrition,

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[49] As per WFP/EB.2/2014/5-A/1 (Management Plan 2015–2017, Figure III.1 – Types of beneficiaries).

resilience, and emergency preparedness and response, all of which supported improved efficiency of national safety net programmes.

225. *School meals.* During 2015, the Government of Lesotho assumed full financial ownership of the national school meal programme implemented in partnership with WFP. In Honduras, WFP and the Government reached more than 16,000 schools and tested models for complementing school meal rations with fresh food – eggs, vegetables and fruit – purchased from smallholder farmers with support from local governments. WFP supported the Namibian Ministry of Education in developing a commodity diversification project that supplies fortified milk and high-energy biscuits to improve the micronutrient content of school meals. WFP also helped Peruvian authorities improve school meal rations. In all of these projects, enrolment and attendance rates increased during the year. In India, a WFP-supported project for fortifying rice with iron – as part of the national Mid-Day Meal Scheme – finished in 2015, with significant reductions in iron-deficiency anaemia among schoolchildren.

226. *Nutrition.* WFP provided capacity development in El Salvador to improve the nutrition status of the most vulnerable population groups. Focusing on high-impact nutrition interventions and using the voucher mechanism linked to availability of special nutritious food in supermarkets for both beneficiaries and other population segments, the project expanded from 7 municipalities to 35 during 2015. Monitoring findings indicated that three quarters of assisted children were consuming a minimum acceptable diet, a significant improvement over the baseline. In Peru, WFP and the Government reduced the prevalence of anaemia by more than 20 percentage points among children under 5. The project improved access to iron-rich food and promoted healthy eating habits and hygiene. Twice as many people received nutrition messages in 2015 compared to the year before. Nutrition messaging also increased in the Dominican Republic, where 2,000 community leaders were trained and more than 40,000 children and elderly people received locally produced nutritious foods. In Colombia, WFP reached 60,000 children through programmes providing micronutrient powder and multi-fortified foods.

227. *Resilience.* In the Plurinational State of Bolivia, WFP's conditional CBT programme focused on creating assets ranging from erosion management infrastructure to community gardens and reforestation schemes. The assets were constructed with technical and financial support from participating municipalities, in line with national and local coordination mechanisms established with the Ministry of Rural Development. To strengthen resilience, this support will need to be integrated with other activities, such as nutrition, to enhance communities' capacity to absorb shocks.

228. *Emergency preparedness and response.* In partnership with WFP, government agencies in Namibia carried out a vulnerability analysis and two food and nutrition security monitoring studies. WFP introduced new mobile data collection technologies, making it easier for the Government to collect and disseminate information rapidly. In nine Latin American countries, WFP facilitated workshops in emergency preparedness and response related to food and nutrition security; participation by both government and non-government actors aimed at improving coordination before and in the aftermath of emergencies.

229. *Safety nets.* In 2015, WFP signed a Memorandum of Understanding with the Government of India supporting national authorities to ensure access to safe, nutritious and sufficient food and reduce malnutrition according to internationally agreed targets. WFP supports three major national food-based safety-nets: the TPDS covering 800 million vulnerable people; the world's largest school meal programme, the Mid-Day Meal Scheme reaching out to about 120 million children; and Integrated Child Development Services (ICDS), targeting vulnerable women and children. In 2015 a biometric-based technological solution for beneficiary registration and issue of ration cards was successfully piloted in Odisha State, customized for scale-up and expected to benefit 30 million people. A similar approach is

being pursued in Kerala, which would benefit another 35 million people. WFP's work in India is an exemplary model of food assistance where WFP does not provide direct food transfers but where the value added and input of WFP into national policies and systems results in assistance to millions of beneficiaries.

Conclusion

230. Through its trust fund projects, WFP implements a wide variety of activities, most commonly to strengthen governments' capacity to deliver social services in a more efficient, coordinated, and coherent manner. In some cases, direct provision of food or cash transfers supplements the national programmes; in others, WFP focuses solely on transferring its knowledge to the local actors. Trust funds are an explicit recognition of WFP's comparative advantage by the governments concerned.

231. In 2015, WFP identified ways of integrating the management of trust fund projects into its normal project design, budgeting, implementation and corporate reporting systems and processes. It will continue with this integration during 2016.

PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

Overview

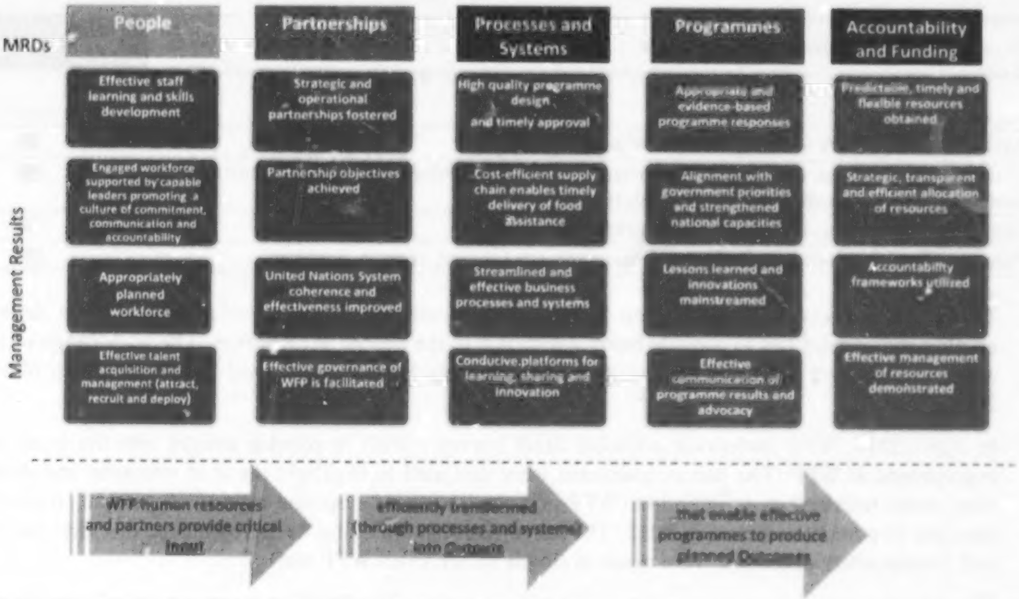
232. Part III reports WFP's performance against the management results included in the Management Plan (2015–2017). The MRDs focus on five priority areas – People, Partnerships, Programmes, Processes and Systems, and Accountability and Funding – to ensure that WFP:

- is people-centred, investing in staff capabilities and learning in a culture of commitment, communication and accountability;
- is a preferred partner for beneficiaries, communities, governments, United Nations agencies, NGOs and the private sector;
- delivers assistance effectively and efficiently to beneficiaries, and builds capacities;
- has efficient systems supporting optimal project design and implementation, supply chains, learning, sharing and innovation; and
- is transparent, providing value for money and accountability for all its resources, and is fully funded.

233. The performance expected under each MRD is defined in 20 management results, which comprise the MRF (see Figure 13). WFP measures and reports on performance for each management result by comparing key performance indicators (KPIs) and related targets at the beginning of the year with actual performance at the end of the year. Performance against all the indicators used is shown in Annex III-A. Where quantitative data for certain KPIs are not available, performance information will be provided in qualitative terms.

234. This section uses the same colour code as Part II (see Annex III-B).

Figure 13: **2014–2017 Management Results Framework**


People
Partnerships
Processes and Systems
Programmes
Accountability and Funding
MRDs
Management Results
Effective staff learning and skills development
Strategic and operational partnerships fostered
High quality programme design and timely approval
Appropriate and evidence-based programme responses
Predictable, timely and flexible resources obtained
Engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability
Partnership objectives achieved
Cost-efficient supply chain enables timely delivery of food assistance
Alignment with government priorities and strengthened national capacities
Strategic, transparent and efficient allocation of resources
Appropriately planned workforce
United Nations System coherence and effectiveness improved
Streamlined and effective business processes and systems
Lessons learned and innovations mainstreamed
Accountability frameworks utilized
Effective talent acquisition and management (attract, recruit and deploy)
Effective governance of WFP is facilitated
Conducive platforms for learning, sharing and innovation
Effective communication of programme results and advocacy
Effective management of resources demonstrated
WFP human resources and partners provide critical Input
efficiently transformed (through processes and systems) into Outputs
that enable effective programmes to produce planned Outcomes

235. WFP's performance in 2015 in the MRDs, related management results and KPIs was strong overall (see Table 20). For the first time WFP can report strong progress across all five MRDs. This reflects the positive results of the 2015 GSS, which informed reporting on the People MRD for which insufficient data were available in 2014; and year-on-year improvements in indicators reported under the Accountability and Funding MRD.

236. The current MRF directed attention to five key priorities for the organization identified in 2013. Given the progress achieved in 2015, the continued relevance of the results and targets will need to be reviewed when developing the new CRF.

Table 20: **Overall performance by Management Result Dimension**

Table 20: **Overall performance by Management Result Dimension**	**Strong Progress**
Management Result Dimensions	*Performance*
1 – People	**Strong Progress**
2 – Partnerships	**Strong Progress**
3 – Processes and Systems	**Strong Progress**
4 – Programmes	**Strong Progress**
5 – Accountability and Funding	**Strong Progress**

Management Result Dimension 1 – People

Table 21: **Overall performance in People** — **Strong Progress**

Management Results	*Performance*
1.1 Skills: effective staff learning and skills development	■
1.2 Culture: an engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability	■
1.3 Organization: appropriately planned workforce	▨
1.4 Talent: effective talent acquisition and management (attract, recruit, deploy)	▨

237. This MRD reflects WFP's intention to be a people-centered organization and focuses on developing employees' capabilities to provide better assistance to the people WFP serves. The wide range of actions needed to achieve this goal are outlined in the People Strategy approved by the Board in November 2014.

238. In April 2015, WFP undertook a Global Staff Survey (GSS) to provide insight into the level of staff engagement at WFP. The survey questions were designed to highlight areas of strengths and determine what areas required more attention. WFP achieved a record response rate of 70 percent, much higher than the 44 percent achieved in 2012. The survey results, including the performance of individual offices and Headquarters divisions, were made available in full to all WFP staff.

239. The survey generated two composite indicators or scores. The "staff engagement score" increased from 69[50] percent in 2012 to 70 percent in 2015. The "performance enabling score", which measures the extent to which WFP is effectively organized and has the appropriate tools to deliver its mandate, increased from 72 percent in 2012 to 78 percent in 2015.

240. The survey questions were grouped in 17 dimensions, of which 14 showed improvements compared with 2012 and 3 showed no change (see Figure 14). As expected, the results were not uniformly positive for every office or division so team results were shared with team members and action plans were developed for review by supervisors in the latter half of 2015.

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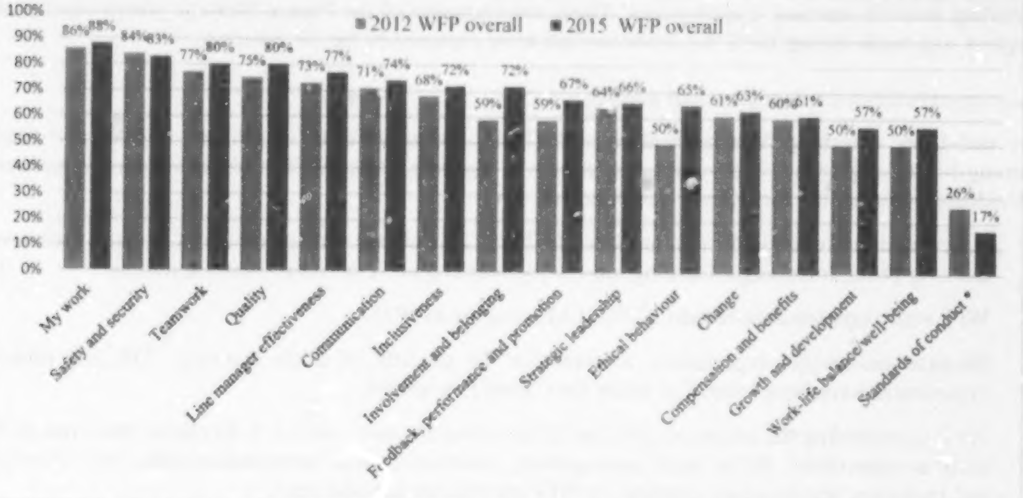
[50] The score reflects the proportion of respondents who agreed or strongly agreed with the survey question. In the case of questions related to the "standards of conduct" dimension, agreement with the question is a negative score.

Figure 14: Overall results of GSS by dimension



* These scores show the aggregated positive answers for each area. In the case of standards of conduct (questions related to harassment), the lower the rating the lower the perceived level of harassment.

Management Result 1.1 ***Skills: effective staff learning and skills development***

Growth and development

241. The growth and development dimension contained eight questions from the GSS that measured the extent to which opportunities are available for staff to grow. All the indicators show improvement or remain stable since 2012. Overall there is a 7 percentage point improvement to 57 percent.

Table 22: **GSS questions on growth and development** (%)	**2015**	**2012**	**IBM norm**
I have the training I need to do my job effectively.	68	68	61
My supervisor has made a personal investment in my growth and development.	44	36	62
WFP provides me with the opportunity for learning and development.	61	55	69
I can achieve my career goals at WFP.	61	56	60
When I started my current job I received an adequate briefing or handover.	61	54	n/a[51]
When I was recruited I was given realistic expectations of my career prospects at WFP.	51	46	n/a
WFP does a good job of developing the capabilities of staff.	49	43	60
Overall score for growth and development	**57**	**50**	**n/a**
Note: green = above IBM norm; orange = below IBM norm.			

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[51] No comparable data is available in the IBM norm database.

242. The positive results were that most staff felt they had the training to do their job effectively and that they could achieve their career goals in WFP. But some areas need further attention: for example, ensuring that managers invest in the growth and development of their staff and develop staff capabilities by providing suitable learning opportunities. These are elements of the People Strategy where significant progress was made during 2015, but made too late to be captured in the 2015 survey.

Enhancing opportunities for learning and growth

243. The web-based Learning Management System (LMS) helps WFP to coordinate, deliver and track learning for all employees. It provides easy access to learning across WFP's workforce, and empowers individuals to better plan their career development.

- A new and improved LMS was launched in 2015. This allows staff members to develop their own learning plans, including e-learning, on-the-job learning and classroom-based activities.
- WFP staff completed more than 22,000 LMS courses in 2015.
- Because on-the-job experiences account for 70 percent of adult learning, 736 job related experiences have been identified under the Career Framework.
- WFP is expanding the scope of LMS for 2016 to include new courses in functional and core skills such as supervisory skills, team management, communication, presentation skills, and diversity and inclusion; and language courses – a WFP priority for national staff.

Building career frameworks with opportunities for staff growth and development

244. In 2014, WFP developed a new career framework and changed the generic job profiles that underpin its organizational design. The career framework was finalized in 2015 and sets out the competencies, skills and experience required for all roles and offers a number of career paths in WFP's 12 functional areas. The framework includes:

- 88 sets of skills and capabilities needed for the future to guide talent management and training;
- 35 illustrative career paths in 12 functional areas; and
- 736 job-related opportunities for staff to increase their range of skills and competencies.

245. The framework is supported with extensive guidance materials communicated to staff through presentations, workshops and training sessions at field offices and Headquarters. All the materials are available online.

246. Significant indicators of progress are the GSS response that 77 percent of staff were aware of the skills and qualifications needed to progress in their careers at WFP, a 13 percentage point increase from 2012, and the finding that 92 percent of staff had a clear understanding of their job responsibilities.

Line manager effectiveness

247. The line manager effectiveness dimension focuses on eight survey questions related to staff interactions with managers. The responses to all eight questions reflected improvement, and in seven cases the IBM norm was exceeded.

Table 23: **GSS questions on line manager effectiveness (%)**	**2015 score**	**2012 score**	**IBM norm**
My supervisor treats me with dignity and respect.	84	81	82
My supervisor keeps his/her commitments.	78	74	76
I trust my manager.	77	73	75
My supervisor provides me with recognition or praise for doing good work.	76	70	72
My supervisor listens to my concerns.	76	75	75
My supervisor provides me with timely and helpful feedback.	74	70	72
My supervisor shows a genuine interest in the well-being of her/his supervisees.	71	67	76
I feel that my supervisor values my contribution.	80	73	75
Overall score for line manager effectiveness	77	73	75
Note: green = above IBM norm; orange = below IBM norm.			

248. Several initiatives may have contributed to this improvement:

- developing leadership and management capabilities through the Leading for Zero Hunger programme launched in 2014. The programme combines face-to-face and virtual training over a four-month period. WFP trained 341 leaders from 76 country offices in 13 sessions. Over 90 percent of staff rated the programme "positive" in terms of both satisfaction and relevance.
- Assessing and developing leadership talent by implementing new promotion arrangements for staff at the P5 and D1 levels following changes to the promotion process for staff at P1 to P3 levels in 2013. Eligible staff are assessed according to their potential and performance. The first talent review was completed in 2015 and the results will assist the senior staffing committee in creating a pool of staff ready to progress into leadership roles.

Management Result 1.2 ***Culture: an engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability***

Inclusiveness

249. The People Strategy promotes an inclusive working environment where all WFP staff, regardless of their backgrounds, are valued, engaged and productive.

Table 24: **GSS questions on inclusiveness (%)**	**2015 Score**	**2012 Score**	**IBM norm**
All employees at WFP are treated with respect regardless of the job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability	67	61	77
WFP is committed to provide equal opportunity for all employees	52	48	68
My supervisor treats people fairly	76	71	74
WFP is sensitive to the different cultures in the countries in which it operates	84	81	n/a
WFP is sensitive to the cultural diversity of its staff	81	78	83

Overall score for inclusiveness	72	68	n/a
Note: green = above IBM norm; orange = below IBM norm.			

250. WFP has made progress in all five factors of inclusiveness – for example 84 percent of employees responded that WFP is sensitive to the different cultures in the countries in which it operates; and 81 percent that WFP is sensitive to the cultural diversity of its staff. However only 52 percent of staff responded that WFP is committed to equal opportunities, 16 percentage points less than the IBM norm.

Gender balance in WFP

251. WFP continues to work towards gender balance in international professional positions and is making consistent progress: the proportion of women in leadership positions rose from 38 percent to 39 percent in 2015 and the proportion of women in all positions rose from 41 percent to 42 percent. In 2015, 55 percent of international professional recruits were women, and 56 percent of appointments to leadership positions were women.

252. This was achieved through:

- a targeted talent acquisition strategy using referral campaigns, agencies and specialized rosters and better branding with more female representation in marketing materials;
- a new diversity recruitment strategy developed by a diversity specialist; and
- strengthening the leadership pipeline by supporting the progression of WFP's women leaders through the INSPIRE career development programme for women: by the end of 2015 more than 165 national and international staff had completed the programme in Rome, Cairo, Dakar and Johannesburg.

Geographical balance in WFP

253. After two years with no improvement, the proportion of leadership positions[52] occupied by staff from developing countries increased by 1 percentage point to 30 percent. In all grades, 43 percent of individuals recruited in 2015 were from developing countries compared with 35 percent in 2014; the comparable figure for leadership positions was 22 percent, almost double the rate in 2014. Work to improve the representation of international professionals from developing countries towards the target of 50 percent included:

- collaboration with other United Nation agencies, NGOs and the private sector to share recruitment best practices to improve diversification;
- posting vacancies on the alumni sites of strong non-western academic institutions; and
- using geographically relevant social media platforms.

Employee engagement

254. The GSS employee engagement indicator measures the extent to which employees are motivated to contribute to organizational success. Factors that had a positive effect on employee engagement included satisfaction, commitment, pride and a sense of personal responsibility.

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[52] P5 and above.

Table 25: **GSS questions on engagement (%)**	**2015 Score**	**2012 Score**	**IBM norm**
Overall I am extremely satisfied with WFP as a place to work	76	74	72
I would recommend WFP as a great place to work	71	70	69
I rarely think about looking for a new job with another organization	47	47	58
I am proud to work for WFP	85	85	78
Overall score for engagement	70	69	69
Note: green = above IBM norm; orange = below IBM norm.			

255. The level of employee engagement has increased by 1 percent since 2012, despite the significant growth of large-scale emergencies and increases in the number of employees during this period. In terms of different groups of employees:

- employees in the field are 3 percent more engaged than staff in Headquarters;
- nationally recruited employees were 7 percent more engaged than international recruits;
- men were 5 percent more engaged than women – an atypical pattern for such surveys; and
- employees working in hardship duty stations were 7 percent more engaged than staff in other duty stations.

256. These results indicate that elements of the People Strategy, in particular the increased focus on field staff – including actions taken to bring all national staff under the same rules and regulations as international staff[53] – have had a direct impact on employee engagement. The results also demonstrate the need for continued focus on diversity and gender as noted above. The temporary nature of some contracts may be one factor that explains why only 47 percent of WFP staff "rarely" think of looking for a new job with another organization, the same percentage as in 2012; this figure is 11 percentage points below the IBM norm.

257. The survey identified the top ten drivers of employee engagement in WFP. All the scores increased, and overall 87 percent of staff were extremely proud to work for WFP, 85 percent felt part of a team and 92 percent saw a clear link between their work and WFP's objectives.

The performance enabling score

258. The performance enabling score measures the extent to which WFP is effectively organized and has the tools to deliver its mandate. It focuses on five survey questions that best indicate staff satisfaction and organizational performance.

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[53] See APR 2014, paragraphs 191–193.

Table 26: **GSS questions on enabling performance (%)**	**2015 Score**	**2012 Score**	**IBM norm**
The people I work with cooperate to get the job done	85	83	82
Employees are encouraged to participate in making decisions that affect my work	67	54	69
I have the training I need to do my job effectively	68	51	75
The **Executive Management** of WFP are active role models for our core values	67	62	66
In my unit, we set clear standards for delivering high quality assistance to our beneficiaries.	83	80	75
Overall score on enabling performance	78	72	76
Note: green = above IBM norm; orange = below IBM norm.			

259. Whereas the engagement score is about employees' emotional connection with WFP the performance enabling score focuses on the more practical issue of creating an environment in which employees can get their jobs done. WFP improved in all elements, and the overall score is now above the IBM norm.

260. Initiatives that may have contributed to this improvement include:

- Strengthening WFP's performance management culture by increasing awareness of the importance of performance management; providing online resources to help managers and staff assess individual performance; and revision of the Performance and Competency Enhancement Programme (PACE) online completion process;[54]
- implementing Annual Performance Plans in all offices to link personal and organizational objectives;
- increasing senior management interactions with staff through all-staff meetings, the annual Global Management Meeting and visits to the field; and
- improving the LMS as noted earlier.

Involvement and belonging

261. This dimension achieved a 13 percent improvement from 59 percent in 2012, the most significant increase among the 14 dimensions assessed: 78 percent of staff felt that their opinions were valued and 67 percent felt encouraged to make decisions affecting their work; both scores were 13 percentage points higher than in 2012.

Extension of PACE to include consultants, short-term staff and United Nations volunteers

262. There has been an increase in the number of short-term international professionals and consultants working for WFP, who now represent a little under half of internationally recruited employees (Annex V). Therefore, in 2015 WFP expanded the PACE performance management framework to include consultants, short-term staff and United Nations volunteers. This should result in more comprehensive and consistent performance standards.

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[54] The IBM norm

Management Result 1.3 ***Organization: appropriately planned workforce***

Filling vacant positions

263. In 2015 there were 158 international professional fixed-term positions open for external recruitment – including positions that were approved by the Executive Director in 2013, 2014 and 2015 – of which 63 percent were filled, compared with 46 percent in 2014 and 43 percent in 2013. This number is an important indicator for both talent acquisition and workforce planning in terms of the progress made to attract the right talent, which directly relates to WFP's "Employer Brand".

Staffing structure reviews

264. The needs that WFP addresses and the funding available to meet these needs change over time. WFP therefore carries out staffing structure reviews of Headquarters divisions, regional bureaux and country offices to ensure that staffing is aligned to needs and the funding available. Reviews are typically triggered by restructuring of Headquarter divisions or regional bureaux, for example the creation of a new division, or a major increase or decrease in programme activity in a particular country. Reviews were carried out in 13 country offices,[55] the Cairo regional bureau, the WFP office in Brindisi and four Headquarters divisions.[56]

Management Result 1.4 ***Talent: effective talent acquisition and management (attract, recruit, deploy)***

Retention rates

265. Retention rates provide a broad indicator of the morale of WFP's workforce and the extent to which WFP is able to retain the talent it recruits. WFP retained 97.2 percent of international professional staff members in 2015, compared with 97.4 percent in 2014.

Time needed to fill positions

266. WFP measures the time taken to fill a position by comparing the date of approval of external recruitment with the date the appointment was approved. The average time to fill positions in 2015 was 192 days, which is slightly higher than the target of 180 days. The goal for 2016 is to reduce this to respond more effectively to the talent needs of WFP. To this end, the current recruitment process is being revised, while respecting the need to maintain the highest recruitment standards and a fair and transparent recruitment process. One important change is the introduction of an e-recruitment tool.

Talent management and staff deployment

267. A pipeline for future talent has been created through the talent pool initiative, with 11,000 applications received by end of 2015. Talent pools give managers access to pre-vetted, qualified individuals with the skills and motivation required.

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[55] Iraq, the Islamic Republic of Iran, Jordan, Kenya, Kyrgyzstan, Lebanon, Pakistan, the Philippines, the Sudan, the Syrian Arab Republic, Tunisia, Turkey and Zambia.

[56] The Legal Office, the Performance Management and Monitoring Division, the Programme and Policy Division and the Supply Chain Division.

268. WFP's ability to deploy staff quickly in emergencies was demonstrated again in 2015. For example, to support the Level 2 emergency in Nepal, WFP deployed an additional 278 people from other WFP offices and 162 new recruits. The emergency response roster launched in 2014 was used together with regional rosters to facilitate more rapid staff deployment in emergencies.

Management Result Dimension 2 – Partnerships

Table 27: **Overall performance in Partnerships** **Strong Progress**

Management Results	*Performance*
2.1 Strategic and operational partnerships fostered	■
2.2 Partnership objectives achieved	■
2.3 United Nations System coherence and effectiveness improved	■
2.4 Effective governance of WFP is facilitated	■

269. This MRD reports on WFP's performance during 2015 in becoming a preferred and trusted partner for beneficiaries and stakeholders. The WFP Corporate Partnership Strategy (2014–2017) approved by the Board committed WFP to refining its performance indicators for effectiveness in partnering and perceptions of it as a partner. Some new indicators are included in this report.

Management Result 2.1 ***Strategic and operational partnerships fostered***

Partnerships with United Nations agencies, funds and programmes

270. During 2015, WFP continued its partnerships with United Nations organizations to address hunger and malnutrition in alignment with national needs and objectives: all of its offices[57] were involved in collaborations on advocacy and communication, programme implementation, policy advice, knowledge transfer and monitoring. The main partners at country level were the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children´s Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR). WFP also worked with United Nations entities in all of the Level 3 emergencies, recognizing that system-wide efforts are required to jointly address humanitarian needs in complex operating environments.

Private-sector partnerships

271. WFP exceeded its private-sector contribution target by generating USD 94 million in 2015, of which USD 89 million was identified as sustainable revenue. The WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017) established a sustainable revenue goal of USD 78 million for 2015. In addition to cash support, WFP receives support in the form of technical expertise, market knowledge, business processes and innovations that support building WFP's capacity to achieve its Strategic Objectives. Capacity development assistance has been provided for logistics, nutrition, CBTs and food quality and safety management.

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[57] Based on countries where WFP has a country office. WFP also collaborated with other United Nations organizations in Albania, Greece and Vanuatu during 2015.

Box 4. ***Features of private-sector income***

- USD 89.9 million – 96 percent – was in cash; USD 4.1 million – 4 percent – was in kind.
- New donors provided USD 15.2 million. Existing donors, of whom 39 percent increased their contributions, gave USD 78.8 million.
- Donations for the Nepal emergency exceeded USD 10 million.
- WFP generated USD 3.9 million through wfp.org and its e-mail programme. A further USD 650,000 was raised from digital platforms, bringing the total raised from individuals to USD 4.5 million. Of this, USD 1 million was raised for the Nepal emergency, which highlights the potential for individual fundraising for emergency operations.
- Cash contributions from corporate and private foundations comprised a third of private-sector cash contributions in 2015, up from 27 percent in 2014.
- 21 percent of contributions were allocated to emergency operations (EMOPs).

272. Given that global trends show an increase in giving by foundations, WFP will focus on strengthening its engagement with current foundation partners and seek others that share the mission to achieve zero hunger.

South–South and triangular cooperation

273. South–South and triangular cooperation by country offices increased to 60 percent in 2015 from 48 percent in 2014. The main areas of interaction were school meal programmes and social protection, often with support from the WFP Centre of Excellence against Hunger in Brazil and intra-regional activities promoted by the regional bureaux. South–South cooperation is increasing in areas such as market access, nutrition, disaster risk reduction, climate adaptation and early warning, and emergency preparedness and response, notably during the Ebola crisis.

Box 5. ***South–South cooperation: WFP's support to the African Risk Capacity***

WFP provides administrative, technical and human resources support for the African Risk Capacity, a specialized agency of the African Union (AU) that provides risk-management services such as insurance against natural disasters to 32 AU Member States. AU governments pool their risk, shifting the burden away from vulnerable populations and their governments to international markets, which are better equipped to handle them.

Following a poor agricultural season in the Sahel, the governments of Mauritania, the Niger and Senegal received pay-outs totalling USD 26 million from the African Risk Capacity up to February 2015, which enabled them to deliver timely assistance to 1.3 million people and 500,000 livestock. This averted a situation that could have forced millions of families to sell household assets, take children out of school, migrate, or simply accept that their herds had perished, increasing chronic food insecurity.

274. The policy on South–South and triangular cooperation approved by the Board in 2015[58] provides a strategic framework for more systematic cooperation in areas that will advance progress towards zero hunger by utilizing the expertise, capacities and resources that already exist in developing countries.

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[58] WFP/EB.A/2015/5-D.

Guidance material on South–South and triangular cooperation will be issued in 2016 to help country offices to identify, explore and realize opportunities in line with WFP's mandate.

Management Result 2.2 ***Partnership objectives achieved***

Customer satisfaction with surveys of cluster activities

275. WFP leads the logistics cluster and the emergency telecommunications cluster (ETC), and jointly leads the food security cluster with FAO. WFP uses surveys to measure customer satisfaction with cluster activities.

276. In customer surveys of ETC operations[59] in the Central African Republic, Nepal and South Sudan, WFP achieved an overall customer satisfaction level of 89 percent, a 6 percent increase from 2014. User satisfaction was measured against five main areas of ETC activities: i) internet services, for which the satisfaction rate was 86 percent; ii) the ICT Helpdesk, 91 percent; iii) security telecommunications, 86 percent; iv) radio programming, 85 percent; and v) radio training, 85 percent. The main elements assessed by respondents were the efficiency and quality of services, training and response times.

277. During 2015 the logistics cluster[60] supported 13 operations, five of which were Level 3 emergencies.[61] WFP deployed 14 staff to eight operations worldwide, providing 1,176 days of support. In the 12 user surveys of the effectiveness and efficiency of cluster activities in seven countries, 92 percent of respondents were satisfied with the cluster services provided, compared with 84 percent in 2014.

278. The annual customer survey of the 14 global food security cluster partners showed that 88 percent considered that the cluster was meeting their organization's expectations in supporting food security programmes. All respondents encouraged their country-level counterparts to engage in food security cluster activities. Partners recommended the development of a standard approach to implementing lessons learned in major emergencies.

Adherence to partnership principles

279. WFP carries out a survey of adherence to partnership principles every two or three years among its NGO partners. The 2015 survey of 30 NGOs measured WFP's performance as a partner against 11 principles about equity, transparency, results, responsibility and complementarity. Of the respondents, 58 percent considered that WFP frequently or always adhered to the principles compared with 56 percent in 2012; the 2015 target was 60 percent.

280. The NGO engagement strategy established in 2015 to broaden NGO partnerships beyond simple implementation included provision of: i) guidelines to help country offices with the management of field-level agreements and partnerships with NGOs in general; ii) a special field-level agreement for use in sudden-onset emergencies; iii) identification of opportunities for capacity strengthening of national NGOs; and iv) a commitment to identify opportunities for joint advocacy with NGO partners on issues of mutual interest.

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[59] The ETC is a network of organizations that work together to provide shared communications services in humanitarian emergencies.

[60] The logistics cluster provides coordination services to the logistics sector and, if needed, augments logistics infrastructure and provides common logistics services for the broader humanitarian community.

[61] In the Central African Republic, Guinea, Liberia, Nepal, Sierra Leone, South Sudan and Ukraine.

Management Result 2.3 ***United Nations system coherence and effectiveness improved***

Progress on Quadrennial Comprehensive Policy Review recommendations

281. WFP is implementing the decisions of the QCPR for 2013–2016 and participating in United Nations meetings on coordination. Annex X1 shows the QCPR indicators on which WFP is reporting, some of which are reported in the context of other management results.

282. This management result reports on WFP's application of common indicators relating to system coherence and effectiveness, where a methodology has been established to track progress in implementing QCPR recommendations. WFP reported on eight of the nine common indicators of QCPR implementation, and exceeded targets in most. For example, country offices are applying common results-based management tools and are using the common United Nations Development Group (UNDG) capacity measurement approach; and WFP Member States have provided positive feedback on the quality of corporate reporting. WFP is also measuring the size and trends in funding from government and non-government partners, and provided its full contribution of USD 1.4 million for the Resident Coordinator system.

Progress in mainstreaming gender in operations

283. One of the QCPR common indicators is the requirement that all new projects have an IASC gender marker code. The code is assessed by the WFP Gender Office. Of the 22 EMOPs, protracted relief and recovery operations (PRROs) and country programmes (CPs) approved in 2015, 19 received a gender marker code 2a or 2b. This reflects significant progress since 2010, when only 24 percent of projects achieved a code 2a or 2b, but the 2015 figure is still below the 100 percent target. Three EMOPs did not meet this standard because they were designed quickly to address urgent food security needs in volatile security situations, and WFP was hence unable to collect the required gender-sensitive information. New tools were developed for programming staff in 2015 to help with the mainstreaming of gender considerations from the early stages of project design. The Gender Office continued to provide technical support to country offices and regional bureaux.

284. With the shift to regional gender strategies from 2016, WFP will decentralize responsibility for gender marker coding to the regional bureaux gender experts.

Aligning country programmes with the United Nations Development Assistance Framework

285. WFP initiated six CPs in 2015, all of which were aligned with the UNDAFs for the countries concerned. In some contexts, such as Cuba, WFP also aligned specific programme indicators with national metrics and targets and participated in identification of baseline values. Linking WFP's intended results with national goals, outcomes and indicators will be a prominent feature of the Strategic Plan (2017–2021) and its results frameworks in line with the SDGs.

WFP's support for the Resident Coordinator system

286. Seventeen WFP staff – 6 women and 11 men – are qualified as United Nations Resident Coordinators (RCs); two are available for immediate deployment and eight are serving in other assignments but available for deployment. Three women and four men are deployed as RCs in Armenia, Cuba, Indonesia, Jordan, Lesotho, Nigeria and Zimbabwe. Of WFP's Country Directors, 64 percent reported that they acted as RC at some point during 2015 for periods ranging from two days to three months.

Management Result 2.4. ***Effective governance of WFP is facilitated***

Support for the Executive Board

287. The Board's Programme of Work for 2015 included 89 items for approval, consideration and information, of which 69 – 77 percent – were submitted by the Secretariat; the target was 80 percent.[62] Items were not submitted because of changing circumstances in the field that affected operational and evaluation planning; one policy document was rescheduled at the request of the Board. WFP's improvement of its tracking tools to enhance the planning of items for the Board's approval, consideration and information, particularly operational documents, should result in a more reliable indicator of effective governance.

288. In 2016 the Secretariat will add an indicator of timely production of Board documentation in all languages, in line with resolution 55/222 of the United Nations General Assembly on the timely distribution of documents in all United Nations languages and resolution 69/250 on the pattern of conferences. This will ensure that the membership has enough time to review documentation and formulate positions.[63]

Oversight arrangements and reporting

289. Oversight has been enhanced with the publication of internal audit and inspection reports and by improvements to systems for tracking the implementation of recommendations by oversight bodies. The Secretariat reports regularly to the Board on actions taken to implement the recommendations of the External Auditor, independent evaluations and the Joint Inspection Unit. The annual reports of the Inspector General and the Audit Committee are considered at the Board's annual sessions.

Maintaining high ethical standards

290. The Ethics Office is entrusted by the Executive Director to foster a strong ethical culture of compliance and accountability to the standards applicable to WFP and all WFP personnel, regardless of contract type or level, and with third parties with which WFP works. Certain standards[64] are applicable to WFP because it is a public international civil humanitarian organization.

291. WFP maintains policies and practices that lay down the standards expected. The GSS asked five questions[65] covering ethics, standards of conduct, survey credibility and ethical behaviour such as trust in management and WFP practices, fears of retaliation and perceptions of the ethical commitment of managers. WFP scored higher in 2015 on the four questions asked in 2012, and 80 percent of staff confirmed that they knew what to do if they saw or experienced unethical behaviour or misconduct. Only 57 percent of staff responded that they could report unethical behaviour without fear of retaliation, compared with the IBM global norm of 74 percent.

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[62] Items not presented were 13 operational documents, 3 policies, 3 evaluations and 1 resource, financial and budgetary matter document.

[63] See "Streamlining Board Documentation" (WFP/EB.1/2004/INF/7).

[64] The standards of WFP are derived from the United Nations Charter, Standards of Conduct for the International Civil Service, the WFP Code of Conduct and other administrative issuances. In addition, WFP abides by the principles of "do no harm" and protection, including protection from exploitation and abuse of those it serves.

[65] The new item "I know what to do if I experience unethical behaviour or misconduct" was added at the request of the Ethics Office.

292. In 2015, the Ethics Office spearheaded organization-wide education and outreach on standards of conduct as related to the detection and prevention of child labour, WFP's Code of Conduct, WFP's zero tolerance on fraud and corruption, and WFP's policy and practices on gifts. Awareness campaigns extended to third parties to WFP operations. The Ethics Office annual report (see Annex IV) provides additional information about: i) education, outreach and training; ii) advice and guidance provided; iii) protection of "whistleblowers"; iv) the annual conflict of interest and financial disclosure programme; v) setting standards and policy input; and vi) coordination with the ethics offices of the RBAs and other United Nations organizations.

Management Result Dimension 3 – Processes and Systems

Table 28: **Overall performance in Processes and Systems** — Strong Progress

Management Results	*Performance*
3.1 High-quality programme design and timely approval	■
3.2 Cost-efficient supply chain enables timely delivery of food assistance	▨
3.3 Streamlined and effective business processes and systems	▨
3.4 Conducive platform for learning, sharing and innovation	■

293. This MRD reports on WFP's performance in implementing processes and systems that support project design and implementation, supply chains, learning, sharing and innovation.

Management Result 3.1. ***High-quality programme design and timely approval***

Baselines and targets for the Strategic Results Framework

294. An indicator of sound design is that outcome indicators have baseline and target values established within three months of the start of an operation's activity. WFP set a higher target in 2015 to reflect expected improvements after the introduction of the SRF for 2014–2017, where new indicators did not yet have baseline values. By the end of 2015, baseline and target values had been established for 75 percent of outcome indicators in active projects; it was not possible to establish baseline values in all cases, but this figure is an improvement on the 65 percent reported in 2014 largely because 2015 was the second year of implementation of the SRF and WFP provided additional guidance and training on the use of indicators. Roll-out of COMET and Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING) to 40 countries streamlined the registration of and reporting on outcome indicator values.

Management Result 3.2 ***Cost-efficient supply chain enables timely delivery of food asssistance***

Improved lead times through advance purchases

295. WFP purchases food in advance of need using the USD 350 million GCMF, which has active supply lines in the northern and southern parts of the Horn of Africa, the western, eastern and coastal Sahel, southern Africa and the Middle East.

296. In 2015 WFP exceeded its target of reducing average lead times by 50 percent. The average lead time in countries in GCMF supply lines was 37 days – 70 percent less than the average 120 days. The lead time

gain was lower than in 2014 because of the expansion of the East Africa GCMF supply line to respond to the Yemen emergency.

297. With the creation of the Supply Chain Division late in 2015, WFP continues to explore the development of an overall indicator of the efficiency of the supply chain process; this is in part dependent on the full roll-out of the Logistics Execution Support System (LESS).

Box 6. ***WFP shipping at a glance***

- **1,996,000 mt of food and 4,000 mt of non-food items were shipped by sea.**
- **141 charter voyages delivered food and non-food cargoes; five charters for a fixed period of time were used.**
- **Two rescue voyages were organized for Yemen humanitarian staff.**
- **45,218 containers were shipped.**
- **USD 5.6 million in savings was achieved.**
- **68 percent of shipments arrived on time, 1 percent more than in 2014.**

Advance financing to reduce lead times

298. By using advance financing WFP reduced the time between confirmation of a contribution and delivery of food to 56 days – 63 percent less than the average 120 day lead-time and a significant improvement over 2014.

Box 7. ***Generating savings through procurement strategies.***

WFP's four-year Global Procurement Business Plan issued in 2013 set targets for reduced process times, increased purchases from smallholder farmers, food safety and quality, and generating value savings.

WFP achieved saving in food procurement of USD 30 million in 2015 and USD 77 million since 2013, an average of 3 percent of annual purchases. It achieved this through:

- **seasonal purchasing – buying foods after harvest when they are plentiful and prices are low: 40 percent of WFP's annual food purchases are seasonal in nature;**
- **use of market intelligence tools to purchase large quantities of food at optimal prices when markets are favourable; and**
- **using the best contract types such as food supply agreements to obtain bulk-purchase discounts.**

WFP also made savings of USD 9 million in 2015 in its purchases of goods and services by analysing major areas of expenditure and applying expert market knowledge to find better ways to leverage its global purchasing power. Aviation fuel, for example, accounted for USD 120 million in 2015, 20 percent of WFP's expenditure on goods and services, and by issuing two tenders covering 72 countries WFP achieved savings of 5 percent on its purchases.

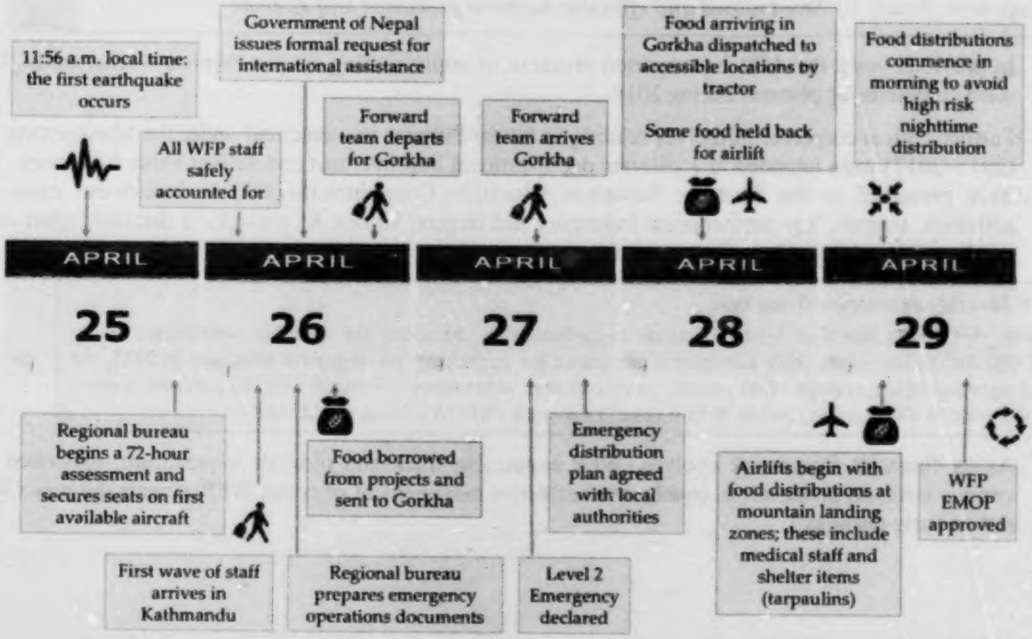
Food assistance delivered

299. WFP uses the relationship between budgeted and actual expenditure as a performance indicator for each component of food assistance – food, CBTs and capacity development and augmentation (CD&A). Budget utilization in 2015 was 54.1 percent compared with 56.3 percent in 2014. Needs were 3 percent higher than in 2014, and implementation of planned food transfers was similar to the 2014 level. Expenditures for CD&A grew by 25 percent, reflecting the scale of special operations in support of major emergency responses. In 2015 the rate of CBT transfers fell – for the first time – from USD 840 million in 2014 to USD 680 million as a direct result of a lower level of transfers in the Syrian regional emergency, the single largest CBT project since 2012.

Emergency responsiveness

300. WFP's target is to commence food distributions within three days of the start of a sudden-onset emergency. Following the Nepal earthquake, the only large-scale sudden-onset emergency in 2015, WFP met the target by commencing food distributions within three days of the Government's request for assistance (see Figure 15). A feature of the response was the use of a humanitarian staging area completed by WFP as part of emergency preparedness two months before the earthquake.

Figure 15: ***Nepal earthquake - the first four days***



APRIL 25

11:56 a.m. local time: the first earthquake occurs

All WFP staff safely accounted for

Regional bureau begins a 72-hour assessment and secures seats on first available aircraft

First wave of staff arrives in Kathmandu

APRIL 26

Government of Nepal issues formal request for international assistance

Forward team departs for Gorkha

Food borrowed from projects and sent to Gorkha

Regional bureau prepares emergency operations documents

APRIL 27

Forward team arrives Gorkha

Level 2 Emergency declared

Emergency distribution plan agreed with local authorities

APRIL 28

Food arriving in Gorkha dispatched to accessible locations by tractor

Some food held back for airlift

APRIL 29

Food distributions commence in morning to avoid high risk nighttime distribution

Airlifts begin with food distributions at mountain landing zones; these include medical staff and shelter items (tarpaulins)

WFP EMOP approved

Box 8. ***Emergency travel service centre***

At the height of the Ebola crisis WFP urgently needed to locate and track staff to minimize risks to them and the communities to which they travelled. WFP's travel unit partnered with BCD travel management company to provide a tracking system for all staff, and created a unit at Headquarters to manage international travel for deployments, missions and rest and recuperation. This unit provided airline tickets, hotel bookings and document processing for the three countries affected. The expertise of the unit reduced errors in travel planning and processing, and accelerated processing times; it also reduced the administrative burden on the country offices and ensured timely closure of travel processes.

An added efficiency of this centralized approach was savings of USD 100,000 in hotel bookings and ticket costs, which were negotiated with the airlines.

Average cost per ration

301. WFP calculated an average cost per ration for the 27 operations for which a detailed rations analysis was completed in 2015.[66] For each operation, expenditures including all transfer-related costs – such as food commodity transport, storage, staff/partner services – were divided by the total number of food and cash-based rations distributed to obtain an average daily ration cost. These values were then weighted to calculate the average for the sample of operations.[67] WFP calculated an average cost per ration of USD 0.31 for the analysed operations.

Management Result 3.3 ***Streamlined and effective business processes and systems***

302. In previous years the APR has reported progress in implementing Fit for Purpose workstreams. These were completed as planned during 2014.

303. Further critical corporate initiatives relating to Fit for Purpose implemented under the Management Plan (2015–2017) were intended to accelerate organizational improvement and deliver value for money. They were presented to the Strategic Resource Allocation Committee (SRAC) as investment cases with activities, outputs, key performance indicators and targets. Annex XI provides a detailed report on the results achieved from these investments.

Box 9. ***Monthly subsistence living sum***

In 2008, WFP was the first United Nations organization to introduce the monthly subsistence living sum (MSLS)[68] in lieu of the daily subsistence allowance for consultants on long-term missions. In 2015, the MSLS approach made savings of 40 percent on consultants' subsistence compared with the previous system. It is now used in 67 countries, and in 2015 it saved an overall USD 16 million worldwide.

304. As its financial framework evolves, WFP expects to track and monitor expenditure associated with various business processes to enable more effective management of costs. WFP expects the new CRF to reflect these changes.

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[66] These 27 projects accounted for 72 percent of WFP rations delivered and 66 percent of operational expenditures in 2015 (see Part II for details of ration assessment).

[67] The weighting is based on the number of rations distributed per project.

[68] MSLS is linked to local living costs and benchmarked against cost-of-living allowances provided by the International Civil Service Commission.

Box 10. ***Targeted investments in treasury management systems have delivered significant benefits and savings for WFP***

Between 2011 and 2013, WFP invested USD 2 million from the General Fund to implement the treasury management system in the WFP Information Network and Global System (WINGS). This investment enabled WFP to manage foreign exchange transactions with more transparency and to generate savings by centralizing currency purchases and increasing price competition on conversions. Savings in terms of foreign exchange gains measured against the United Nations operational rate of exchange amounted to USD 6.1 million in 2015.

Other benefits from the new system include a bank communication module that integrates WFP and external banking systems for "straight-through" payment processing and automatic bank statement uploads. This has increased efficiency by reducing the time taken by field staff to process payments and the manual processing of data in Headquarters. In 2015, 54 percent of payments were created and authorized using the communication module which is used by 29 offices.[69] This has reduced operational and counter-party risks by processing most WFP payments through two partner banks.

Management Result 3.4 **Conducive platform for learning, sharing and innovation**

Approaches for sharing information

305. By December 2015 all relevant divisions had established knowledge acquisition and sharing platforms, exceeding the target of 50 percent. These included: i) document-sharing systems such as common network folders, Teamwork pages and file-sharing software; and ii) interfaces for training and data visualization such as The Factory platform for resources, OPWeb for operations and platforms for P4P, finance, procurement and administration.

Innovation in food security analysis

306. Food security analysis is a core function of WFP's work and the basis for the design of all WFP operations. Alongside traditional food security assessments,[70] WFP is implementing or testing innovative ways of identifying and mapping food insecurity.

Mobile vulnerability analysis and mapping

307. WFP has been using the cellphone-based mobile vulnerability analysis and mapping (mVAM) system to support decision-making where other forms of data collection are impossible or high-risk. There was a five-fold increase in the number of mVAM surveys in 2015, bringing the total since the project began to 100,000. In 2015 mVAM was operational in 15 countries, among them Iraq, Yemen and the countries affected by Ebola; the plan is to implement mVAM in between 30 and 35 countries by the end of 2017.

Cellphone data for food security monitoring

308. Proof-of-concept papers published in 2015 in the *United Nations Global Pulse* showed that cellphone metadata offered a good proxy for displacement in Mexico, and that cellphone-use spending was correlated with household food purchases. With the support of the Innovation Accelerator, WFP is

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[69] Headquarters, 5 regional bureaux and 23 country offices.

[70] Before designing or modifying operations, WFP needs to understand the food security situation and answer the questions: Who is food insecure or vulnerable? How many food-insecure or otherwise vulnerable people are there? Where do they live? Why are they food insecure or vulnerable? How is the situation likely to evolve and what are the risks threatening them?

working with others to improve its capacities for "Big Data" analysis and developing plans to operationalize cell data analysis in 2016.

Citizen reporters

309. Following proof-of-concept work in Indonesia and the Ebola emergency, WFP signed a three-year agreement with the Premise Data Corporation to use "citizen reporters" who send information about food markets and other data to WFP by smartphone in real time. This approach enabled WFP to deploy a food price monitoring system in a remote area and collect 65,000 price points. The agreement will help WFP to use advanced data collection tools to monitor markets in real time.

The Innovation Accelerator

310. The Innovation Accelerator in Munich was created to help WFP to identify and scale up innovative and efficient solutions to address humanitarian and development challenges. The Accelerator helps to identify and nurture new ideas, in addition to scaling up innovative approaches across WFP's operations. It serves as a fast-paced and creative environment where WFP staff and external innovators, including private-sector organizations, universities and technology providers, work together to deliver cutting-edge innovations.

311. A combination of early ideas, second-stage innovations and potentially transformative solutions are being supported by the Accelerator. Notable examples of WFP innovations in 2015 include the "ShareTheMeal" fundraising app (see Box 11) and the post-harvest losses project in Uganda, which established an innovative training and distribution model for low-cost silos, thereby helping 40,000 smallholder farmers to reduce post-harvest losses.

Box 11. ***ShareTheMeal app***

ShareTheMeal is WFP's first fundraising and awareness-raising mobile app. It enables smartphone users to support some WFP programmes with micro-donations, providing a way for people to join with WFP in ending hunger. Within eight weeks of the launch in 2015, 400,000 users had provided the equivalent of 4 million daily rations – enough to provide school meals for Syrian refugee children in Jordan for a year.

ShareTheMeal makes donating more social and more effective in that users can follow progress through the app and see how they have helped.

The app is available at: www.sharethemeal

Management Result Dimension 4 – Programmes

Table 29: **Overall performance in Programmes** **Strong Progress**

Management Results	*Performance*
4.1 Appropriate and evidence-based programme responses	■
4.2 Alignment with government priorities and strengthened national capacities	▨
4.3 Lessons learned and innovations mainstreamed	■
4.4 Effective communication of programme results and advocacy	■

312. This MRD reports on WFP's performance in delivering effective and efficient programmes for beneficiaries and in building capacities.

Management Result 4.1 ***Appropriate and evidence-based programme responses***

Outcome-level target achievement in closed projects

313. A business rule instituted for the 2014–2017 SRF requires all projects to set targets for outcome indicators at the design stage to indicate the level of performance expected; and report progress in meeting these targets. In projects closed during 2015, WFP met targets for 46 percent of outcome indicators included in logframes; one reason for this low value is the funding gap in closed projects, where expenditures covered only 63 percent of operational requirements.

314. As noted in Section II of this APR, WFP is often obliged to adjust programmes in light of resource shortfalls by implementing actions that can affect outcomes. Examples include reductions in the size or nutritional quality of rations, population coverage or the duration of assistance, and even suspension of activities. The "line of sight" link between projected resources and results in the resource-based budgeting approach envisaged in the Financial Framework Review (FFR) will support more realistic target-setting in line with funding projections.

Positive and stable trends in outcome indicators

315. In closed and ongoing operations, 61 percent of reported outcome indicator values exhibited positive or stable trends in 2015. An additional 10 percent registered slight decreases since 2014, though performance continued to exceed annual targets, which are more accurate indicators of achievement.

316. WFP is reassessing the methodology used to measure this indicator because at present the same margin for establishing a positive or stable trend is used for all outcome indicators. This may involve the establishment of different stabilization thresholds for each indicator.

Implementing the United Nations System-Wide Action Plan for Gender

317. The United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) provides a benchmark to assess gender-transformative progress by determining whether WFP "approaches", "meets" or "exceeds" the 15 performance indicators of the Gender Mainstreaming Accountability Framework (GMAF). WFP's goal is to exceed the requirements for all 15 indicators; the target for 2015 was to exceed half of them.

318. WFP exceeded the UN SWAP indicator for gender-responsive performance management in 2015 by introducing a component for diversity, gender equality and inclusion in the organizational capability model used for assessing staff performance and by piloting Gender Equality Certification Programmes in Myanmar, Peru and South Sudan. WFP now exceeds the GMAF requirements for 7 of the 15 indicators, just below the 50 percent target set, and meets a further 5 indicators. There are plans to address the remaining three, but it is unlikely that WFP will achieve gender parity by the UN SWAP deadline in 2017. This is a challenge faced by the entire United Nations system.

319. Actions during 2015[71] in WFP include:

- regional gender strategies developed by the regional bureau to contextualize implementation of the gender policy;

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[71] See also Management Results 1.2 and 2.3.

- a Gender Action Plan with targets, roles, responsibilities and a robust accountability framework; and
- a new Gender Results Network to serve as a best practice community for gender equality and women's empowerment, with members acting as catalysts and facilitators to support gender mainstreaming in all business areas and make gender "everyone's business".

Enhancing capacities for disaster risk reduction

320. WFP's survey of country offices in 2015 to collect information on QCPR implementation showed that 66 percent had up-to-date disaster risk reduction strategies, compared with 72 percent reported in 2014; 88 percent of country offices reported that WFP directly contributed to the implementation of disaster risk reduction and management. A major focus of the Sendai Framework is scaling up the implementation of disaster risk reduction at the sector level, a priority supported by WFP. In this regard, 42 percent of WFP country offices reported that disaster risk reduction was being integrated into the food security and agriculture sectors.

Complaints and feedback mechanisms

321. In line with WFP's commitment to enhance its accountability to the people it serves by establishing effective complaint and feedback mechanisms, 66 percent of country offices reported that such systems were in place, compared with 49 percent in 2015. WFP issued minimum standards for complaints and feedback mechanisms in 2015 and will issue guidance on best practice design and implementation in 2016.

Management Result 4.2 ***Alignment with government priorities and strengthened national capacities***

Capacity development in alignment with national plans

322. Aligning WFP's capacity-development support with national and local policies, strategies and plans helps ensure national ownership. In 2015, WFP continued to support capacity-development initiatives for preparedness and response in line with national priorities and WFP's mandate and areas of expertise.

323. WFP prioritized 11 governments[72] for work to prepare for, assess and respond to emergencies. In nine countries WFP's strategy was aligned with existing national plans for disaster response and reduction; the strategies were being developed in the other two.

324. WFP's support for CD&A for preparedness and response for local authorities in Afghanistan, Indonesia, Pakistan, the State of Palestine, Rwanda and Zambia included disaster management simulations to test response plans and identify gaps in preparedness. Simulations helped to identify gaps in preparedness and practice and strengthen skills acquired through other capacity development initiatives.

Difficulties in reporting on the QCPR indicator for capacity development

325. The APR for 2014 reported that WFP had not introduced the QCPR indicator on capacity development because its financial systems did not disaggregate capacity development from capacity augmentation,

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[72] Afghanistan, Burkina Faso, Burundi, Cuba, Djibouti, Ecuador, Haiti, Madagascar, Mozambique, the State of Palestine and the Sudan.

which focused on augmenting WFP's delivery capacity. This issue should be addressed in 2017 following the conclusion of the FFR.

Management Result 4.3 ***Lessons learned and innovations mainstreamed***

Target for planned evaluations managed by the Office of Evaluation exceeded

326. Evaluations are a major source of evidence of learning and improvement in WFP. The target of 100 percent completion of a year's evaluations managed by the Office of Evaluation was exceeded in 2015, when three more evaluations were completed than planned.

327. Evaluation reports in 2015 covered emergency preparedness, the implementation of the 2012 nutrition policy and a range of country portfolio evaluations and provided critical insights for management across many areas of WFP's work. The findings from selected evaluations are referenced elsewhere in the APR.

Regular lessons learned exercises on emergencies

328. In line with its commitment to being a "learning organization" that documents lessons derived from its activities and mainstreams successful innovations, WFP carries out a lessons-learned exercise after each Level 3 emergency – in 2015 they applied to the Syrian regional and Central African Republic crises – and regional bureaux do the same after each Level 2 emergency – in 2015 in relation to the Nepal earthquake response. WFP maintains a database of recommendations from these exercises and uses it to adjust its processes to ensure preparedness for future emergencies.

Management Result 4.4 ***Effective communication of programme results and advocacy***

329. WFP communicates its programme results through:
   - an SPR for each operational project, which reports on results at the output and outcome levels against the SRF;
   - the APR, which presents aggregated information for WFP as a whole drawn from the SPRs; and
   - engagement with the media, governments, the public, the private sector, decision-makers and opinion leaders.

Advocacy

330. In January 2015 WFP established an advocacy unit in the Partnership, Governance and Advocacy Department, which now includes the Communications Division. Advocacy is the work done by WFP staff to influence decision-makers, stakeholders and other audiences to support or implement actions that contribute to Zero Hunger: it encompasses research, policy analysis, lobbying, communications and campaigning. The unit has produced an advocacy framework document for all WFP staff; it will be updated regularly.

Continued growth of media outreach

331. WFP used traditional and new media sources to promote WFP's work and reputation, and increased its use of digital media.

332. WFP's work was referenced in 116,453 news reports in 2015, 13 percent more than in 2014. Coverage was positive in 91 percent of cases as measured each quarter by an independent analysis of articles in

mainstream media in target markets.[73] Favourable coverage ranged from 88 percent to 95 percent; unfavourable coverage, mainly reports of attacks on staff, looting, cuts in rations and shortages of funds, averaged 2 percent.

333. WFP continues to increase its online social presence: it had 2.8 million followers in 2015 on Facebook, Twitter and Google+, a 20 percent increase over 2014.

334. A 12-month online campaign entitled One Future#Zero Hunger promoted consistent messaging by positioning zero hunger as "the first, best way to change the world". Facebook posts reached 1.3 million users in the first month alone. The most successful post reached 1 million users – 20 times the usual level.

335. On the International Day of Peace, 12 international brands[74] joined WFP to highlight the role of food in creating a safe, peaceful world. The brands donated services from advertising space to digital and social media support, which helped WFP to reach 600 million people.

336. WFP and the International Rugby Board collaborated to raise funds and promote awareness of hunger issues at the 2015 Rugby World Cup. For the six weeks of the tournament the host broadcaster made appeals featuring sporting celebrities under the banner "Tackle Hunger Together". This raised USD 1.75 million to provide school meals and food for people in emergencies.

337. Media coverage of WFP activities combined with pro bono advertising in mainstream media, cinemas, airport e-boards, metro screens and other public advertising space is highly valued. Pro bono advertising in 2015 was valued at USD 11.6 million.

Management Result Dimension 5 – Accountability and Funding

Table 30: **Overall performance in Accountability and Funding**	**Strong Progress**
Management Results	*Performance*
5.1 Predictable, timely and flexible resources obtained	▨
5.2 Strategic, transparent and efficient allocation of resources	■
5.3 Accountability frameworks utilized	■
5.4 Effective management of resources demonstrated	▨

Management Result 5.1 ***Predictable, timely and flexible resources obtained***

A fall in contributions from the record levels of 2014

338. The level of funding for 2015 was the second highest in WFP's history and WFP received one third of aid to humanitarian appeals in 2015 – the top recipient. Even so, 2015 was a challenging year for funding: requirements continued to soar; long-term crises struggled to maintain their sense of urgency; and most donor currencies depreciated against the US dollar.

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[73] Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, the Netherlands, Norway, Sweden, the United Kingdom and the United States of America.

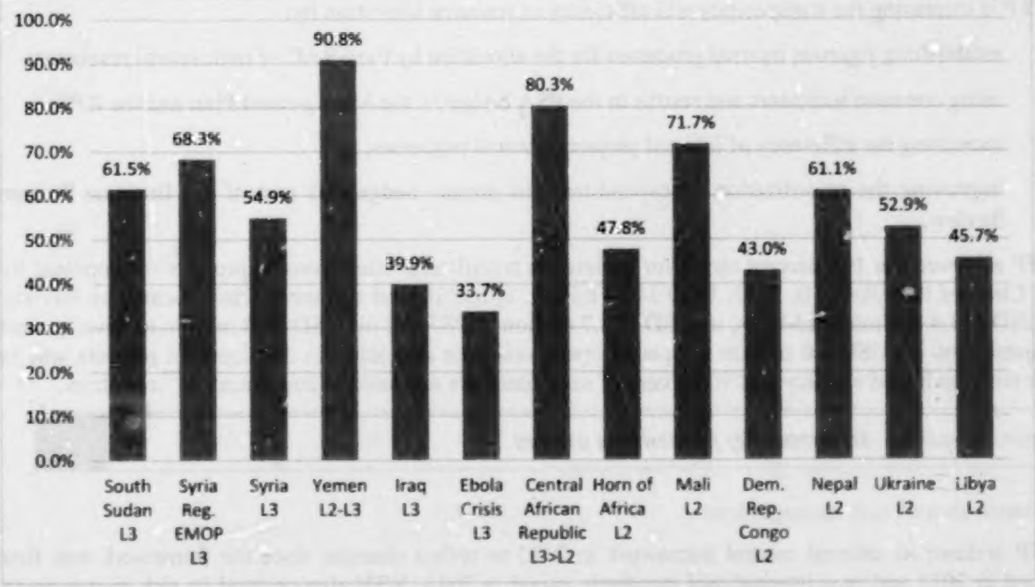
[74] Participating companies included Cargill, DreamWorks Animation, Facebook, Google, Burger King, MasterCard, McCain Foods, McDonald's, Twitter and United Airlines.

339. WFP received contributions of USD 4.8 billion[75] in 2015 – USD 573 million less than in 2014 – but registered gross needs grew by USD 200 million to USD 8.7 billion. These contrasting statistics reflect the fact that only 58 percent of gross needs were funded, compared with 66 percent in 2014.

340. The main reason for the fall in contributions was the strengthening of the US dollar, which reduced the dollar value of contributions received in other currencies by an estimated USD 300 million. Nonetheless, 9 of WFP's top 20 donors significantly increased their contributions.

341. The main reasons for the increase in gross needs were additional requirements for the Level 3 emergencies in the Central African Republic, Iraq, South Sudan and Yemen, the Ebola crisis and the Level 2 emergency in Nepal. Level 3 emergencies received the highest level of funding at 62 percent of needs, but funding levels varied significantly from country to country (see Figure 16).

Figure 16: ***Funding levels for countries with L2 and L3 emergencies, as a percentage of needs***



A decrease in multi-year contributions

342. Multi-year contributions decreased slightly from a record high of USD 590 million[76] in 2014 to USD 512 million in 2015. This is nonetheless two-and-a-half times the level of multi-year contributions received in 2011.

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[75] Contribution revenue reported in the Audited Financial Statements for 2015. It is not aligned with confirmed donor contributions of USD 5.1 billion, which forms the basis for the KPI on gross needs met (see Annex VII).

[76] The USD 630 million reported in the 2014 APR was reduced to USD 590 million following a re-classification of contributions after the APR had been completed.

343. Donors responded positively to the additional needs arising from the escalating crisis in Yemen, but funding levels in Iraq and the Ebola crisis were significantly below the needs identified. Non-Level 3 PRROs were 60 percent funded, non-Level 3 EMOPs were funded at 53 percent and development projects were funded at 50 percent.

Stable multilateral contributions

344. Most of WFP's multilateral donors increased or maintained their contributions in 2015. Most multilateral contributions, however, were in currencies other than the US dollar, whose value increased during the year and reduced the value of contributions by USD 29 million compared with 2014. Taking into account exchange rate movements, the multilateral portfolio has remained stable. WFP sought to increase the visibility of multilateral allocations by publishing monthly updates of the contributions and their utilization.

Management Result 5.2 ***Strategic, transparent and efficient allocation of resources***

345. WFP is increasing the transparency and efficiency of resource allocation by:

- establishing rigorous internal processes for the allocation by the SRAC of multilateral resources;
- using common indicators and results in the PSA budget in the Management Plan and the APR;
- increasing the efficiency of internal project approval processes; and
- improving the prioritization of expenditures in project budgets as part of the Business Process Review.

346. WFP achieved the 100 percent target for reviews of multilateral allocations to projects for approval by the Chair of the SRAC. In 2015, USD 340.4 million in multilateral resources was allocated as follows: i) USD 111.4 million to EMOPs; ii) USD 192.7 million to PRROs; iii) USD 28.3 million to development projects; and iv) USD 8.0 million to special operations. The allocation to development projects was in line with the Board's policy that 90 percent of such funds are allocated to concentration[77] countries.

Management Result 5.3 ***Accountability frameworks utilized***

Internal controls and risk management

347. WFP updated its internal control framework in 2015 to reflect changes since the framework was first issued in 2011 and new international standards issued in 2013. WFP also updated its risk management policy which was approved by the Board in May 2015.[78] The policy included a more refined statement of WFP's risk appetite as endorsed by the Board in February 2016.[79]

348. All managers completed an assurance statement[80] at the end of 2015 with regard to the effectiveness of internal controls and financial management in the country for which they were responsible. This enabled the Executive Director to sign a statement affirming the effectiveness of internal controls along with the

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[77] Refers to the Board's 2003 decision (WFP/EB.3/2003/4-A/1) to provide at least 90 percent of WFP's development assistance to low-income food-deficit countries, confirmed in subsequent documents.

[78] WFP/EB.A/2015/5-B.

[79] WFP/EB.1/2016/4-C.

[80] The assurance statement was updated to reflect the revised internal control framework.

annual Financial Statements. WFP is one of the few United Nations organizations providing this added assurance for its stakeholders.

349. In line with the internal assurance process, WFP developed a new composite indicator to measure the extent to which country offices have three key elements in place: an annual performance plan, a risk register and an emergency preparedness and response package. In 2015, 87 percent of country offices achieved this triple goal, a slight increase over 2014, demonstrating WFP's continued commitment to sound financial and managerial control. The main driver for the improvement in the indicator was an increase in the number of country offices that have emergency preparedness and readiness plans in place. All country offices had annual performance plans and risk registers, as in 2014. WFP will strive to meet the 100 percent composite target set.

Addressing oversight recommendations

350. WFP addresses all recommendations made by oversight bodies as promptly as possible, and reports to the Board on implementation of the recommendations made by the External Auditor, the Office of Evaluation and the Joint Inspection Unit (JIU).

351. The target for action on internal audit recommendations is to reduce the number outstanding at the end of a year in comparison with the previous year. WFP narrowly failed to meet this target in 2015: the number of recommendations outstanding at 31 December 2015 was 169[81] compared with 166 in 2014.

352. In 2015, the Office of the Inspector General (OIG) continued the shift from entity-based audits to thematic audits. Fewer recommendations were issued in 2015 than 2014, but the recommendations in 2015 were more complex and in many cases required coordinated action by more than one division. WFP managers made good progress in addressing the risks raised by Internal Audit, including complex recommendations from thematic audits. OIG gave positive feedback regarding managers' actions to address outstanding audit recommendations in 2015.

353. WFP established an internal control effectiveness unit in 2015, one of the functions of which is to reach out regularly to recommendation owners worldwide to encourage them to take timely action to address recommendations, document progress made and communicate with Audit about closure. The unit also worked with OIG to establish follow-up processes for long-standing recommendations, and a joint management-OIG review resulted in the closure of all recommendations from 2012 and earlier. An exercise to close recommendations from 2013 is under way.

Personal performance and competency assessments

354. The PACE programme is WFP's performance-assessment tool and a driver of many career decisions. In 2011 WFP reported that only 50 percent of staff had completed PACE by the due date, but actions in the past four years to improve the timeliness and quality of PACE led to a 90 percent completion by the deadline in 2015. This is slightly lower than the completion rate reported in 2014 because WFP imposed a much earlier deadline of the end of February 2016. In terms of timeliness, this distinguishes WFP as one of the top performing United Nations organizations.

355. The PACE process was revised in 2014 to streamline its application and increase its effectiveness, freeing up staff time to consider additional aspects of performance. Greater emphasis was given to developmental outputs in 2015, and staff received more feedback to support their development.

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[81] This figure is the number of recommendations outstanding on 31 December in the internal audit tracking system; the Inspector General uses a different method to report on recommendations arising from audits carried out during the year.

Management Result 5.4 ***Effective management of resources demonstrated***

Post-delivery food losses

356. **Post-delivery losses were well below the 2 percent target in 2015. Of the 3.6 million mt of food handled, 12,735 mt – 0.36 percent – was recorded as post-delivery losses in 2015, a reduction from 0.49 percent in 2014.**

Low levels of unspent project balances

357. **A major indicator of effective management of resources in WFP projects is the extent to which projects have significant unspent balances at closure that must be returned to donors or re-programmed. With regard to projects closed during 2015 for which final special project reports were issued, unspent balances amounted to 0.38 percent of confirmed contributions: this was less than in 2014 and below the 2 percent target.**

Reducing greenhouse gas emissions

358. **WFP is committed to reducing its greenhouse gas emissions – but it must also respond to the humanitarian needs it faces. WFP's greenhouse gas footprint is calculated retrospectively, so this APR reports on the 2014 footprint. Extraordinary operating conditions in some of WFP's largest Level 3 emergencies in 2014 forced WFP to rely extensively on airborne responses. This led to a 93 percent rise in emissions above the 2008 baseline. Half of WFP's emissions in 2014 derived from a 20-fold increase in emissions in South Sudan, where conflict damaged supplies and prevented seasonal pre-positioning of food and 5,500 flights were needed to remedy the situation. The emergency operations in the Central African Republic, Iraq, the Philippines and the Syrian Arab Republic, and the countries affected by Ebola involved a significant WFP Aviation component. Emissions from commercial air travel rose by 17.6 percent in the same period.**

359. **WFP is taking action to reduce reliance on deliveries by air, which are much more expensive than surface transport. WFP's long-term emissions reduction goal will be reviewed in 2016 following an external assessment of the way in which emissions are measured; the goal may have to be revised to reflect the impact of a higher level of concurrent Level 2 and Level 3 emergency operations.**

360. **Recognizing that WFP's life-saving actions still carry a climate cost, WFP purchased high-quality certified carbon credits from the adaptation fund of the United Nations Framework Convention on Climate Change to offset likely emissions in 2015 and 2016.**

Conclusions

361. **WFP's strong performance against its Strategic Objectives in 2015 was made possible by solid cross-cutting support from the enabling MRDs.**

PART IV – LOOKING FORWARD

362. In 2015 the 2030 Agenda and the 17 SDGs were adopted. In 2016, as the entire humanitarian community begins to work towards meeting the agenda, WFP must also continue to address ten major emergencies and work with governments to prepare for the expected severe impacts of the El Niño phenomenon. To meet these challenges, WFP will undergo a significant transformation involving:

- submitting the Strategic Plan (2017–2021) for approval a year earlier than planned to align WFP's Strategic Objectives with the SDGs;
- proposing a shift to Country Strategic Plans (CSPs) in alignment with the SDG focus on nationally driven programmes;
- developing a single CRF to replace the strategic and management results frameworks, to align results to the new strategic plan and promote effective programming of resources; and
- revising its financial framework to align with country-based programming and enable greater coherence between resources and results management.

363. The World Humanitarian Summit (WHS) in Istanbul will be a catalyst for change in the humanitarian system, providing an opportunity to adapt to the complexity, scale and duration of modern crises.

Transformation to Deliver the 2030 Agenda

364. WFP began work in 2015 on an integrated approach to strategic planning and financing aligned with the SDGs and national driven 2030 Agenda. The goal is to create a "line of sight" from the SDGs to the people WFP serves: CSPs will operationalize the Strategic Plan at the country level with a revised budget structure and the new CRF.

Strategic Plan (2017–2021)

365. The Strategic Plan (2017–2021), to be developed a year earlier than originally planned, will change WFP's strategic direction to country-level operations focusing on zero hunger in line with SDG 2 and sustainable development, and will align WFP's planning cycle with the next QCPR.

366. The plan will guide WFP's participation in humanitarian and development partnerships, and will promote enhanced advocacy. WFP is committed to reaching those in greatest need first, and to ensuring that no one is left behind. This work will be informed by a mid-term review and evaluability assessment of the previous Strategic Plan.

Country Strategic Planning

367. WFP will continue the roll-out of the pilot country strategic planning approach in selected countries during 2016. The two elements of the approach are:

- strategic reviews – nationally led assessments of the programmatic, resourcing and capacity challenges required to achieve zero hunger and recommendations for addressing them; the six reviews completed in 2015[82] were welcomed by host governments, and six are ongoing;[83] and

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[82] Cambodia, China, Ecuador, India, Indonesia and Zimbabwe.

[83] Bangladesh, Colombia, El Salvador, Mozambique, Peru and the United Republic of Tanzania.

- CSPs – the framework of WFP's roles and portfolio of assistance: they specify the strategic results to be achieved to reach zero hunger targets and prioritize the required actions; three were completed in 2015,[84] of which two were discussed with the Board as examples of the approach. CSPs are being developed in other countries as part of WFP's transition to the new approach.

368. The CSPs will constitute WFP's humanitarian and development portfolio for five year periods. CSPs will replace the current categories of protracted relief and recovery operations, country programmes and development projects, and may also encompass emergency operations. The CSPs will be aligned with national development plans and will support countries in achieving SDG 2.

369. The first countries will be ready to implement CSPs in 2017, following the Board's approval of the approach, using the revised budget structure prepared in the FFR. Transition guidelines are being prepared to coordinate the various initiatives.

Corporate Results Framework

370. The CRF concept, which combines the strategic and management results frameworks, will be the primary vehicle for performance planning, monitoring and reporting at all levels, in line with the Strategic Plan (2017–2021). The CRF will increase transparency and accountability by linking funding and results, with performance measured in terms of the three component parts of "value for money": efficiency, effectiveness and economy.

Financial Framework Review

371. The FFR will address common obstacles to resource planning by improving the predictability of financing through macro advance financing and by reducing fragmentation through the country portfolio budget (CPB) approach. It will also improve the measurement of cost-efficiency and effectiveness by linking budgeting and performance planning. The goal is to maximize WFP's ability to respond effectively to prioritized operational needs with disciplined financial management, reporting and analysis that also facilitate fundraising. Budgeting options developed during 2015 were based on work in five country offices[85] and experience in other United Nations organizations. The CPB concept will be tested at the country-office level during 2016.

Advocating for Zero Hunger

372. Advocacy – influencing decision-makers, stakeholders and donors to support actions to achieve zero hunger – is one of WFP's major roles. During 2016, WFP's advocacy will be guided by a new advocacy framework. One of the six focus areas for 2016 is to ensure that hunger and malnutrition are top priorities when setting the global agenda and that WFP is recognized as a key partner in addressing them. This will require effective advocacy.

World Humanitarian Summit

373. The WHS is a call by the United Nations to place humanity at the heart of global decision-making. WFP attaches great importance to the summit, which seeks to elevate the importance of humanitarian action and embed it in its political and financing agenda dedicated to "shared responsibilities" embodied in the *Agenda for Humanity.* The summit will focus on effectiveness, reducing vulnerability, managing risk, transformation through innovation and serving the needs of people affected by conflict.

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[84] Cambodia, Indonesia and Zimbabwe.

[85] Colombia, Indonesia, Jordan, Uganda and Zimbabwe.

374. During the summit WFP will advocate for:

- complementarity between humanitarian and development assistance and financing;
- empowerment of women and girls, with gender equality a central component of responses;
- enhancement of local capacities, putting affected people at the centre of humanitarian action;
- principled humanitarian action;
- differentiation of responses to sudden-onset disasters and in protracted crises; and
- innovation in humanitarian financing in the light of the principles and good practice of humanitarian donorship.

Habitat III

375. In October 2016, the third United Nations Conference on Housing and Sustainable Urban Development – HABITAT III – will promote a model that integrates all facets of sustainable development to promote equity, welfare and shared prosperity.[86]

376. Urbanization is a driver of development and poverty reduction, but hunger is becoming an increasingly urban phenomenon: millions of people are vulnerable to hunger in urbanized middle-income countries in Asia and Latin America and in rapidly urbanizing low-income countries, especially in sub-Saharan Africa

377. Rapid urbanization has increased the number of slum dwellers, with negative effects on the natural environment and increased risk of disaster. Conflicts are displacing more people into urban areas, and 60 percent of refugees now live in towns and cities. Refugees face additional challenges: many countries have no legal framework to protect their rights, and institutional arrangements to provide for basic needs are often inadequate.

378. Urban livelihoods depend heavily on food purchases and hence on regular incomes. The constant need for cash places households under pressure to ensure a steady flow of income, and leaves the poorest households especially vulnerable.

379. Habitat III will enable WFP to align its role in urban settings with the SDGs. WFP will update its approach to urban programming to reflect the 2030 Agenda and the WHS.

Organizational Strengthening

380. Of WFP's six focus areas related to organizational strengthening, three – national capacity development, the FFR and advocacy through partnerships and inter-governmental processes – are considered above. The remaining focus areas are addressed below.

Building staff capabilities and skills

381. WFP will continue to recruit talent to ensure that it has the skills required to deliver its mandate. In 2016, WFP will:

- augment the skills of its workforce by training 3,000 national staff;[87]

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[86] The world's urban population grew from 746 million in 1950 to 3.9 billion in 2014, and today 54 percent of the world's population lives in urban areas; the figure is expected to increase to 66 percent by 2050.

- equip leaders through the "Leading for Zero Hunger" training and "INSPIRE" women's leadership programme;
- identify staff for the new P5–D1 promotion process and update the Career Development Centre;
- develop a talent acquisition strategy and finalize the WFP employee value proposition;
- create a cadre of future leaders by recruiting 50 staff at P2 level;
- generate time savings and quality improvements with a new e-recruitment system; and
- establish an external emergency response roster with 300 vetted personnel to accelerate deployments in emergencies.

Nutrition

382. Building on the evaluation of its nutrition policy, WFP will:

- ensure that nutrition priorities are included in new country strategies and provide guidance and indicators for nutrition-sensitive programming;
- prioritize actions to address malnutrition in emergencies in coordination with UNICEF, the nutrition cluster and other partners;
- develop a research strategy to provide additional evidence to support improved programming; and
- set up a revolving fund to support nutrition in emergencies.

Programme design and systems

383. WFP will work to improve evidence-based programming by:

- implementing decentralized evaluations in line with the new evaluation policy;
- investing in enhancements in the design, delivery and implementation of CBT programmes; and
- completing the roll-out of COMET and SPRING to all WFP regions.

Achieving Excellence in Programme and Performance Management

384. WFP topped the list of 381 organizations in the International Aid Transparency Initiative in 2015. This reflects WFP's excellence in programme and performance management and its use of robust analysis of reliable evidence to measure and report on its performance. Since joining the initiative in 2012, WFP has steadily improved the timing, quality and quantity of data published.

385. The APR presents a comprehensive evidence-based picture of WFP's performance as the Secretariat continues to augment the evidence available, particularly at the outcome level, by using robust systems such as COMET and SCOPE for data gathering and analysis. The links between resources and results envisaged in the FFR and CRF will establish the desired "line of sight" from costing to results.

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[87] New courses in supervisory skills, team management, communication, presentation skills and diversity and inclusion will be made available to all staff on the internal online learning system LMS.

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ANNEX I. WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS

KEY FIGURES

2013	2014	2015	
MDG 1 Eradicate extreme poverty and hunger			
BENEFICIARIES			
80.9	80.0	76.7[1]	million hungry people
66.4	66.8	62.6	million women and children
4.2	6.7	6.1	million refugees
8.9	14.8	16.4	million internally displaced people
0.5	0.8	1.3	million returnees
7.9	8.9	9.6	million people received CBTs
QUANTITY OF FOOD AID			
3.1	3.2	3.2	million mt of food distributed[2]
2.1	2.2	2.2	million mt of food procured
DEVELOPING COUNTRIES AND WFP ASSISTANCE			
90	90	90	percent of development multilateral resources reaching concentration criteria countries
74	57	67.4	percent of development resources reaching least-developed countries
85.9	81	73	percent of food procured, by tonnage in developing countries
48	49	53	percent of WFP's resources reaching sub-Saharan African countries
MDG 2 Achieve universal primary education			
18.5	17.0	15.7	million schoolchildren received school meals/take-home rations[3]
49	49	50	percent were girls
MDG 3 Promote gender equality and empower women			
52.2	51.9	51.4	percent of beneficiaries were women or girls
MDG 4 Reduce child mortality			

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[1] 76.7 million people were assisted in 81 countries in 2015.

[2] Amount of food provided to beneficiaries, as reported in the Standard Project Reports.

[3] In addition, 1.2 million schoolchildren benefitting from the WFP managed trust funds in Honduras.

ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS

KEY FIGURES

2013	2014	2015	
51.8	51.0	46.4	million children were assisted in WFP operations
7.8	7.3	7.6	million malnourished children received special nutritional support
MDG 5 Improve maternal health			
3.0	3.0	3.5	million vulnerable women received additional nutritional support
MDG 6 Combat HIV/AIDS, malaria and other diseases			
15	14	13	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
1.3	0.8	0.6	million people affected by HIV and AIDS received WFP food assistance
31	29	26	countries received assistance for TB and HIV and AIDS prevention activities
MDG 7 Ensure environmental sustainability			
15.1	12.7	11.4	million people received WFP food assistance as an incentive to build assets, attend training to build resilience to shocks and preserve livelihoods
MDG 8 Develop a global partnership for development			
20	19	21	standby partners
3	7	5	FAO/WFP crop and food security assessment missions conducted
13	12	4	UNHCR/WFP joint assessment missions conducted
88.4	110.3	94	USD million support provided by corporate and private entities donating cash and in-kind gifts
1 340	1 122	1 062	non-governmental organizations worked with WFP

ANNEX II-A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2014–2017)

CROSS-CUTTING RESULTS AND INDICATORS

Full achievement of the outcomes and outputs included in the SRF is not possible without integration of gender, protection, accountability to affected populations and partnership considerations during project planning, design, implementation and monitoring. Gender, protection, accountability to affected populations and partnership intersect with the full range of SRF outputs and outcomes; they are included below as cross-cutting results of relevance to all projects, all outcomes and all outputs. A set of indicators considered mandatory whenever applicable is also included.

Results	Indicators	Targets
Gender Gender equality and empowerment improved	Proportion of assisted women, men or both women and men who make decisions over the use of cash, vouchers or food within the household	Target: Project-specific
	Proportion of women beneficiaries in leadership positions of project management committees	Target: > 50%
	Proportion of women project management committee members trained on modalities of food, cash or voucher distribution	Target: > 60%
Protection and accountability to affected populations WFP assistance delivered and utilized in safe, accountable and dignified conditions	Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme sites	Targets: 80% for emergency operations (EMOPs), 90% for protracted relief and recovery operations (PRROs), 100% for country programmes/ development projects (CPs/DEVs)
	Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)	Targets: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs
Partnership Food assistance interventions coordinated and partnerships developed and maintained	Proportion of project activities implemented with the engagement of complementary partners	Target: Project-specific
	Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	Target: Project-specific
	Number of partner organizations that provide complementary inputs and services	Target: Project-specific

<table>
<tr><td colspan="2">Strategic Objective 1: Save lives and protect livelihoods in emergencies
Goals
1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels
2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men
3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks</td><td>Impact
Contributions to:
Eradication of extreme hunger (MDG 1/ Sustainable Development Goal [SDG])
Achievement of universal primary education (MDG2/SDG)
Reduction in child mortality (MDG 4/SDG)</td></tr>
<tr><td>Outcomes</td><td>Indicators[1]</td><td>Project targets and data sources</td></tr>
<tr><td>Outcome 1.1: Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women[2]
Linked outputs: A and K</td><td>1.1.1 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rates</td><td>Targets: Mortality rate < 3%; recovery rate > 75%; non-response rate < 15%; default rate < 15%
Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports</td></tr>
<tr><td></td><td>1.1.2 Proportion of target population who participate in an adequate number of distributions[3]</td><td>Target: > 66%
Data source: post-distribution monitoring (PDM)</td></tr>
<tr><td></td><td>1.1.3 Proportion of eligible population who participate in programme (coverage)</td><td>Targets: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, > 90% in camps; prevention coverage> 70%
Data sources: semi-quantitative evaluation of access and coverage (SQUEAC) method, surveys</td></tr>
</table>

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[1] Indicators in bold are key outcome indicators.

[2] For treatment of MAM, indicators 1.1.1 and 1.1.3 will be measured; for prevention of acute malnutrition, indicators 1.1.2 and 1.1.3; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 1.1.2 and 1.1.3.

[3] Measures programme participation, particularly the number of distributions an individual participates in as part of a nutrition intervention. The target of 66 percent measures whether adequate specialized nutritious food (SNF) was delivered over time.

Strategic Objective 1: Save lives and protect livelihoods in emergencies **Goals** 4. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels 5. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men 6. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/ Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**[1]	**Project targets and data sources**
Outcome 1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals **Linked output: A**	**1.2.1 Food consumption score,[4] disaggregated by sex of household head**	Target: Reduced prevalence of poor food consumption of targeted households/individuals by 80% Data sources: emergency food security assessment (EFSA), PDM, food security and outcome monitoring (FSOM)
	1.2.2 Diet diversity score, disaggregated by sex of household head	Target: Increased diet diversity score of targeted households Data sources: EFSA, PDM, FSOM
	1.2.3 Coping strategy index, disaggregated by sex of household head	Target: Coping strategy index of 80% of targeted households is reduced or stabilized Data sources: EFSA, PDM, FSOM
Outcome 1.3: Restored or stabilized access to basic services and/or community assets[5]	1.3.1 Retention rate of boys and girls	Target: 70% Data sources: Education management information system (EMIS), school records, surveys
Linked outputs: A and B	1.3.2 Enrolment rate of girls and boys	Target: annual increase of 6% Data sources: EMIS, school records
	1.3.3 Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child transmission (PMTCT) of HIV programmes	Target: < 15% Data sources: Cooperating partner reports
	1.3.4 Community asset score	Target: 50% of assets damaged or destroyed during the emergency are restored Data sources: EFSA, PDM, FSOM

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[4] Food consumption score (FCS) ≤ 21 = poor food consumption; FCS 21.5– 35 = borderline food consumption; FCS > 35 = acceptable food consumption.

[5] Outputs related to food assistance for assets (FFA) addressing this outcome refer to the repair or maintenance of physical and natural assets that facilitate targeted communities' access to humanitarian assistance, critical infrastructure and services (e.g. roads to markets), and reduce risk (e.g. drainage of canals before the rainy season to reduce the risk of floods).

<table>
<tr><td colspan="2">Strategic Objective 1: Save lives and protect livelihoods in emergencies
Goals
7. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels
8. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men
9. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks</td><td>Impact
Contributions to:
Eradication of extreme hunger (MDG 1/ Sustainable Development Goal [SDG])
Achievement of universal primary education (MDG2/SDG)
Reduction in child mortality (MDG 4/SDG)</td></tr>
<tr><td>Outcomes</td><td>Indicators[1]</td><td>Project targets and data sources</td></tr>
<tr><td>Outcome 1.4: National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies
Linked outputs: C and D</td><td>1.4.1 Emergency preparedness and response capacity index (EPCI)[6]
1.4.2 User satisfaction rate</td><td>Target: Increased index, based on initial assessment
Data source: Capacity analysis
Target: Project-specific
Data source: User satisfaction survey</td></tr>
</table>

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[6] WFP provides emergency preparedness and response (EPR) capacity development to the six areas of the Emergency Preparedness and Response Index (EPCI): food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications; hazard analysis and early warning in support of food security; and support for national disaster-response planning.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies **Goals** *1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance* *2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems* *3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)*[7] *4. Ensure equitable access to and control over food and nutrition assistance for women and men*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households	**2.1.1 Food consumption score, disaggregated by sex of household head**	Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80% Data sources: EFSA, PDM, FSOM
Linked output: A	**2.1.2 Diet diversity score, disaggregated by sex of household head**	Target: Increased diet diversity score of targeted households Data sources: EFSA, PDM, FSOM
	2.1.3 Coping strategy index, disaggregated by sex of household head	Target: Coping strategy index of 80% of targeted households is reduced or stabilized
Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure	2.2.1 Community asset score	Target: 80% of targeted communities have community assets over baseline Data sources: EFSA, PDM, FSOM
Linked outputs: A and B	2.2.2 Retention rate of boys and girls	Target: 70% Data sources: education management information system (EMIS), school records, surveys
	2.2.3 Enrolment rate of girls and boys	Target: annual increase of 6% Data sources: EMIS, school records

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[7] Outcomes 2.1, 2.2 and 2.3 include refugees, returnees and IDPs.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies **Goals** *1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance* *2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems* *3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)* *4. Ensure equitable access to and control over food and nutrition assistance for women and men*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 2.3: Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children[8] **Linked outputs: A and K**	2.3.1 **MAM treatment performance: recovery,[9] mortality, default and non-response rates**	Targets: Mortality < 3%; recovery > 75%; default < 15%; non-response < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports
	2.3.2 **Proportion of target population who participate in an adequate number of distributions**	Target: > 66% Data Source: PDM
	2.3.3 **Proportion of eligible population who participate in programme (coverage)**	Target: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, and > 90% in camps; prevention coverage > 70% Data sources: SQUEAC method, surveys
	2.3.4 **Proportion of children who consume a minimum acceptable diet[10]**	Target: > 70% Data Source: PDM
	2.3.5 Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	Target: 16 days (80% of 20 school feeding days per month) Data sources: School reports, school stock reports

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[8] For treatment of MAM, indicators 2.3.1 and 2.3.3 will be measured; for prevention of acute malnutrition, indicators 2.3.2 and 2.3.3; for prevention of chronic malnutrition (stunting), indicators 2.3.3 and 2.3.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 2.3.2 and 2.3.3.

[9] Including nutritional recovery rates of ART, TB-DOTS and PMTCT patients, where applicable.

[10] Developed by UNICEF and WHO, "minimum acceptable diet" is part of a compendium of indicators used to measure infant and young child feeding practices. It is widely used in health and nutrition surveys to identify the proportion of children aged 6–24 months who consume a minimum acceptable diet, not counting their consumption of breastmilk.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies **Goals** *1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance* *2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems* *3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)*[7] *4. Ensure equitable access to and control over food and nutrition assistance for women and men*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 2.4: Capacity developed to address national food insecurity needs **Linked outputs: E, F, L and M**	**2.4.1 National capacity index (NCI)**[11]	Target: Increase of index compared with initial assessment Data source: Capacity analysis

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[11] The NCI can be adapted to capture specific national capacities in school feeding, resilience, nutrition, etc.

<table>
<tr><td colspan="2">Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs
Goals
<i>1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance</i>
<i>2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities</i>
<i>3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains</i></td><td>Impact
Contributions to:
Eradication of extreme hunger (MDG 1/SDG)
Achievement of universal primary education (MDG 2/SDG)
Reduction in child mortality (MDG 4/SDG)</td></tr>
<tr><td>Outcomes</td><td>Indicators</td><td>Project targets and data sources</td></tr>
<tr><td rowspan="2">Outcome 3.1: Improved access to livelihood assets has contributed to enhanced resilience[12] and reduced risks from disaster and shocks faced by targeted food-insecure communities and households[13]</td><td>3.1.1 Community asset score</td><td>Target: 80% of targeted communities have community assets over baseline
Data sources: PDM, FSOM</td></tr>
<tr><td>3.1.2 Food consumption score, disaggregated by sex of household head</td><td>Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80%
Data sources: PDM, FSOM</td></tr>
<tr><td rowspan="3">Linked outputs: A, B and I</td><td>3.1.3 Diet diversity score, disaggregated by sex of household head</td><td>Target: Increased diet diversity score of targeted households
Data sources: PDM, FSOM</td></tr>
<tr><td>3.1.4 Coping strategy index, disaggregated by sex of household head[14]</td><td>Target: Coping strategy index of 100% of targeted households is reduced or stabilized
Data sources: PDM, FSOM</td></tr>
<tr><td>3.1.5 Retention rate of boys and girls</td><td>Target: 70%
Data sources: EMIS, school records, surveys</td></tr>
</table>

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[12] WFP's resilience work is governed by its Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience (WFP, 2011), which adheres to the United Nations Office for Disaster Risk Reduction (UNISDR) definition of resilience as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNISDR. 2009. *Terminology on Disaster Risk Reduction*). Resilience is measured by the combined properties of indicators 3.1.1, 3.1.2, 3.1.3 and 3.1.4.

[13] Assets refer to the five categories of capital: natural, physical, financial, social and human.

[14] The coping strategy index (CSI) includes both coping strategies for food and for assets.

Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs **Goals** *1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance* *2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, suppor economic empowerment of women and men and transform food assistance into a productive investment in local communities* *3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 3.2: Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	**3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country**	Target: Project-specific Data sources: Food Procurement Tracking System (FPTS) and the WFP Information Network and Global System (WINGS)
Linked outputs: H and I	3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	Target: Project-specific Data sources: FPTS and WINGS
	3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	Target: 10% of local and regional purchase volume is procured from pro-smallholder aggregation systems Data sources: FPTS and WINGS
Outcome 3.3: Risk reduction capacity of countries, communities and institutions strengthened	3.3.1 National capacity index	Target: Increase of index based on initial assessment Data source: Capacity analysis
Linked outputs: B, F, G, J and M	3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	Target: 60% of targeted communities report improved capacity to prepare for and manage climatic shocks and risks Data sources: PDM, FSOM

Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger **Goals** *1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance* *2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families* *3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 4.1: Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children[15] **Linked outputs: A and K**	4.1.1 **MAM treatment performance: recovery,[16] mortality, default and non-response rates**	Target: Mortality rate < 3%; recovery rate > 75%; default rate < 15%; non-response rate < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports
	4.1.2 **Proportion of target population who participate in an adequate number of distributions**	Target: > 66% Data source: PDM
	4.1.3 **Proportion of eligible population who participate in programme (coverage)**	Target: MAM treatment coverage: > 50% in rural areas, > 70% in urban areas, and > 90% in camps; prevention coverage: >70% Data sources: SQUEAC method/survey
	4.1.4 **Proportion of children who consume a minimum acceptable diet**	Target: > 70% Data source: PDM
	4.1.5 Food consumption score,[17] disaggregated by sex of household head	Target: Reduced prevalence of poor and borderline food consumption of targeted households/individuals by 80% Data sources: PDM, FSOM
	4.1.6 Average number of schooldays per month when multi-fortified foods or at least 4 food groups were provided	Target: 80% of schooldays Data sources: school reports, school stock report

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[15] For treatment of MAM, indicators 4.1.1 and 4.1.3 will be measured; for prevention of acute malnutrition, indicators 4.1.2 and 4.1.3; for prevention of chronic malnutrition (stunting), indicators 4.1.3 and 4.1.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 4.1.2 and 4.1.3.

[16] Includes nutritional recovery rate for ART, TB-DOTS and PMTCT clients, where applicable.

[17] Individuals' FCS tracked where the project targets individuals such as ART, TB-DOTS and PMTCT clients and/or pregnant and lactating women (PLW).

Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger **Goals** *1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance* *2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families* *3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 4.2: Increased equitable access to and utilization of education	4.2.1 Enrolment rate of girls and boys	Target: Annual increase of 6% Data source: EMIS, school records
Linked output: A	4.2.2 Retention rate of boys and girls	Target: 85% retention of boys and girls Data source: EMIS, school records, surveys
Outcome 4.3: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels **Linked outputs: E, F, L and M**	4.3.1 National capacity index	Target: Increase of index based on initial assessment Data source: capacity analysis

Outputs	Indicators
Output A: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	A.1 Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned A.2 Quantity of food assistance distributed, disaggregated by type, as % of planned A.3 Quantity of non-food items distributed, disaggregated by type, as % of planned A.4 Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.5 Total value of vouchers distributed (expressed in food/cash) transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.6 Number of institutional sites assisted (e.g. schools, health centres), as % of planned
Output B: Community or livelihood assets built, restored or maintained by targeted households and communities	B.1 Number of assets built restored or maintained by targeted households and communities, by type and unit of measure
Output C: Augmented logistics, United Nations Humanitarian Air Service (UNHAS) or emergency telecommunications services provided	C.1 United Nations Humanitarian Response Depot (UNHRD) items provided against requests, by type C.2 Number of goods and services provided, by type C.3 Number of passengers transported C.4 Metric tons/cubic meters of cargo transported
Output D: Emergency management capacity created and/or supported	D.1 Number of technical assistance activities provided, by type[18] D.2 Number of people trained, disaggregated by sex and type of training
Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems, including food security information systems	E.1 Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support E.2 Number of technical support activities[19] provided on food security monitoring and food assistance, by type
Output F: National systems for monitoring trends in food security and nutrition strengthened	F.1 Number of government counterparts trained in collection and analysis of food and nutrition security data F.2 Number of food security and nutrition monitoring/surveillance reports produced with WFP support
Output G: Human capacity to reduce risk of disasters and shocks developed	G.1 Number of people trained, disaggregated by sex and type of training
Output H: Increased WFP food purchase from regional, national and local markets and smallholder farmers	H.1 Quantity of food purchased locally through local and regional purchases (in mt) H.2 Quantity of food purchased locally from pro-smallholder aggregation systems (in mt) H.3 Number of farmers' organizations trained in market access and post-harvest handling skills H.4 Number of smallholder farmers supported

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[18] Include early warning information systems, response activation and coordination mechanisms, response framework, food security and vulnerability analysis, humanitarian supply chain management, emergency telecommunications, hazard analysis and early warning, and support to national disaster response planning.

[19] Include policy workshops, training events, secondments, guidance materials and information products produced by WFP or to which WFP has contributed.

Outputs	Indicators
Output I: Increased WFP fortified foods, complementary foods and specialized nutritional products purchased from local suppliers	I.1 Quantity of fortified foods, complementary foods and specialized nutritional products purchased from local suppliers
Output J: National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported	J.1 Number of technical assistance activities provided,[20] by type J.2 Number of people trained, disaggregated by sex and type of training
Output K: Messaging and counselling on specialized nutritional foods and infant and young child feeding (IYCF) practices implemented effectively	K.1 Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned K.2 Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned K.3 Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP-supported messaging and counselling
Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	L.1 Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training L.2 Number of technical assistance activities provided, by type[21]
Output M: National nutrition, school feeding, safety net policies and/or regulatory frameworks in place	M.1 Number of national programmes developed with WFP support – nutrition, school feeding, safety net M.2 Number of national safety net policies that are nutrition-sensitive M.3 Number of technical assistance activities provided, by type

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[20] Include collecting, analysing and disseminating information and data on risk, vulnerability, food security and nutrition; designing and supporting community-based and government-led safety net strategies, policies and programmes that provide food assistance and technical support for food and nutrition security – targeting, conditionality, transfer selection, monitoring and evaluation (M&E), graduation criteria, etc.; evaluating and generating evidence on safety nets; and cross-cutting technical and analytical activities aiming to enhance ownership, raise awareness and influence policy-making in safety nets for food assistance.

[21] Include secondments to national governments; provision of expertise to draft policy guidance; provision of expertise in institutional strengthening; continuous engagement with national institutions; and provision of expertise in project design, management and monitoring.

ANNEX II-B: METHODOLOGY FOR ASSESSING CORPORATE PERFORMANCE BY STRATEGIC OBJECTIVE

Evidence Base

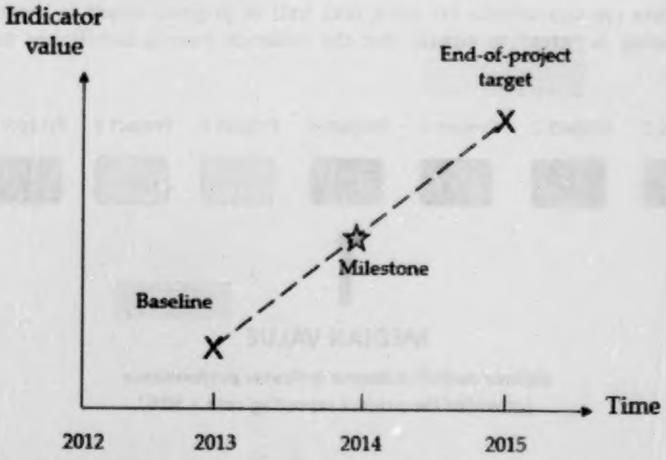
The assessment of WFP's contribution to humanitarian and development results is based on monitoring data presented in the 2015 SPRs for country and regional operations.[1] Results from projects active for six months or less by the end of 2015 are not included because the timeframe is too short to yield substantial outcome-level change or to collect reliable baselines with follow-up monitoring values.[2]

Procedure for Assessing WFP's Programme Performance

STEP 1 - ASSESSING OUTCOME INDICATOR PERFORMANCE AT PROJECT LEVEL

A two-pronged approach is used to analyse outcome indicator performance at the project level:

- The performance of closed projects is assessed against the indicator targets established for the project endpoint, which are set out in the project logframes.
- For ongoing projects, the assessment considers progress in terms of annual milestones. As shown below, milestones have been calculated for 2015 based on a linear interpolation between baseline and end-of-project target values.[3]



For closed projects, the outcome indicator values collected in 2015 are compared with the end-of-project targets to determine the extent to which results have been achieved. For ongoing projects, the latest values are compared with annual milestones to determine progress in 2015 and indicate whether a project is on track towards target achievement (i.e. performing as expected).

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[1] This includes all categories of operations: EMOPs, PRROs, CPs, development projects and special operations.

[2] Of WFP's 201 active operations, 4 are excluded – 2 percent – because they were operational for three months or less as of December 2015. The excluded projects account for 3 percent of 2015 operational expenditures.

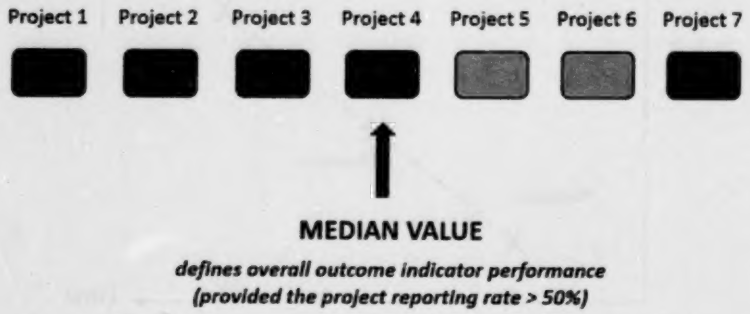
[3] For indicators that measure an average rate of change such as average annual enrolment or nutritional recovery, there is no need for milestones to be established; the 2015 targeted value for an ongoing project is taken to be equivalent to the end-of-project target presented in the project logframe.

The rating scale for outcome indicator performance by project uses green, amber, red and grey as shown below:

RATING	DESCRIPTION	REQUIREMENT
Green	The project has achieved its target or is on-track to achieving its target.	Closed projects: the indicator value is within 10% of the end-of-project target Ongoing projects: the indicator value is within 10% of the 2015 milestone
Amber	The project has made some progress but the target has not been met or progress is slow.	Closed projects: the indicator value is between 50% and 90% of the end-of-project target Ongoing projects: the indicator value is between 50% and 90% of the 2015 milestone
Red	The project has made very slow progress, no progress at all or has regressed.	Closed projects: the indicator value is equal to or less than 50% of the end-of-project target Ongoing projects: the indicator value is equal to or less than 50% of the 2015 milestone
Grey	Insufficient data are available to monitor project progress.	No project indicator value is reported for 2015, or baseline and target values are missing

STEP 2 - ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE CORPORATE LEVEL

For each outcome indicator, the median of project scores is calculated to determine an overall rating on WFP-wide performance.[4] If data are unavailable for more than half of projects meant to report on a given outcome indicator,[5] the overall rating is "grey" to signify that the evidence base is insufficient to draw conclusions on WFP-wide performance.


Project 1
Project 2
Project 3
Project 4
Project 5
Project 6
Project 7
MEDIAN VALUE
defines overall outcome indicator performance
(provided the project reporting rate > 50%)

STEP 3 - ASSESSING OUTCOME PERFORMANCE AT THE CORPORATE LEVEL

The reliability and representativeness of an indicator is considered when aggregating scores to the corporate outcome level. The key outcome indicators in the 2014–2017 SRF (presented in bold in Annex II-A) are given double weight in the analysis because they are considered to bear a more direct and reliable relationship with the result statements they inform.

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[4] Given that the rating scale applies to ordinal-level data, the mean would not be an appropriate measure of central tendency.

[5] A project is expected to report on the indicators included in its logframe.

Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households ■

Indicator 2.1.1 Food consumption score ■

Indicator 2.1.2 Diet diversity score ■

Indicator 2.1.3 Coping strategy index ■

Key outcome indicators (in bold) are weighted double in the calculation of the overall outcome result performance rating.

STEP 4 - ASSESSING CORPORATE PERFORMANCE IN RELATION TO THE STRATEGIC OBJECTIVES

The performance rating of the four Strategic Objectives is computed as the median of corporate outcome-level scores.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies ■

Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households ■

Outcome 2.2 – Improved access to assets and/or basic services, including community and market infrastructure ■

Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children ■

Outcome 2.4 – Capacity developed to address national food insecurity needs ■

Improvements from the Previous Assessment Methodology

In 2014, key changes were made to the methodology used to assess corporate programme performance in Annual Performance Reports. These are as follows:

1) **Clearer performance measures and thresholds.** The performance of completed projects is now assessed against the targets in their logframes. In ongoing projects, performance is measured against the annual milestones to show the likelihood of achieving the end-of-project target. In terms of accountability, assessing performance on the basis of clear measures – milestones and targets – is more rigorous than the previous approach, which involved a looser assessment of positive and negative trends.

2) **Changed performance rating system.** The previous corporate rating system was based on a purely quantitative assessment of the number of projects showing progress: "strong progress", for example, was defined as at least 65 percent of projects showing positive outcome trends. The revised system is more flexible in allowing for consideration of additional quantitative and qualitative variables – such as reporting rates and indicator representativeness – that enrich the analysis, inform the rating and provide a more nuanced assessment of performance.

3) **More attention to the results chain.** There is a closer focus on the causal connections in the WFP results chain; that is, on examining how outputs – results attributable to WFP – are contributing to shared, outcome-level results. This helps inform reflections on the strength/plausibility of the connections between results levels.

Limitations of the Reporting Methodology

Variable quality of the collected data

- A range of data sources are used to monitor WFP project performance, including data collected by others such as governments and peer international organizations. WFP therefore has limited control over the quality of some of the data.
- Even in instances where WFP is directly responsible for collecting data, the accuracy and representativeness of the data vary. WFP often works in challenging and volatile environments where access is restricted, which limits data collection, and where population movements can lead to information becoming out of date very quickly.[6]

Data coherence and comparability

- Methodological guidance notes have been issued for indicators in the 2014–2017 SRF to help ensure consistency of measurement across operations and to allow meaningful aggregation of results. However, for certain indicators, alternative calculation options such as desk-based techniques or alternate sampling techniques were permitted if project resources were inadequate for using the recommended method. This affects data comparability because alternate methods produce less reliable measurements.
- Projects that provided information on output results did not always report corresponding data at the outcome level because collecting data for outcome indicators can be more challenging. This has led to differences in the evidence base available on WFP-wide results at the output and outcome levels; therefore patterns observed in performance across the results chain must be interpreted with caution.

Given the limitations in the quality, reliability and completeness of the project-level data described above, aggregated WFP-wide results presented in Part II are estimates.

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[6] The 2014 ALNAP study "Insufficient Evidence? The Quality and Use of Evidence in Humanitarian Action" describes other factors that pose challenges to collecting good monitoring data, which are relevant to WFP.

ANNEX II-C: METHODOLOGY FOR AGGREGATING OUTPUT-LEVEL RESULTS

Procedure for assessing WFP's performance at output level

The process of rolling up results from the project to the corporate level to obtain organization-wide performance ratings is detailed below.

STEP 1 – OUTPUT INDICATOR DATA AT PROJECT LEVEL

At the project level, planned and actual data for output indicators are reported in 2015 Standard Project Reports (SPRs) for country and regional operations.[1] Data considered for aggregation and inclusion into the Annual Performance Report reflects output indicator data as per published SPRs.

STEP 2 – AGGREGATION OF OUTPUT INDICATOR DATA AT CORPORATE LEVEL

Data reported in individual Standard Project Reports is aggregated as per the outputs defined in WFP's Strategic Results Framework (SRF see Annex II.A). These are linked to specific outcomes under specific Strategic Objectives and are denominated with a letter from A to K. Each output statement is presented under the relevant outcome.

For each output, WFP has defined one or more output indicators. These can be specific *(Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support)* or generic *(e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure).*

The specific indicators are aggregated directly from the individual SPRs. For the generic indicators, WFP has configured its reporting system in such a way that they translate into a list of more specific indicators which can be aggregated directly from the SPRs (e.g. *number of assets built restored or maintained by targeted households and communities, by type and unit of measure* translates into *Number of bridges built/rehabilitated, hectares of land improved* etc.).

For most indicators, the aggregation is a sum of results from project-level data (as reported in the SPRs). For percentage-based indicators, the aggregation is a weighted average calculated based on specific indicator methodologies.

STEP 3 – ASSESSING OUTPUT-LEVEL PERFORMANCE AT CORPORATE LEVEL

Once planned and actual values for each output indicator have been aggregated, an achievement percentage is calculated and colour-coding is applied as per below table. It includes four possible scenarios: three which rank the level of results attained, and one which acknowledges that lack of data impedes the establishment of a credible achievement claim.

RATING	REQUIREMENT
Green	Aggregated actual results fall within 10% of the aggregated planned values
Amber	Aggregated actual results are > 50% and < 90% of aggregated planned values
Red	Aggregated actual results are < 50% of aggregated planned values
Grey	Less than 5 projects have reported the output indicator analysed

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[1] This includes all categories of operations: EMOPs, PRROs, CPs, development projects and special operations.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2015 (MANAGEMENT RESULT DIMENSIONS)

	Target 2015	KPI 2015	KPI 2014	KPI 2013
People				
1.1 Skills: Effective staff learning and skills development				
Line manager effectiveness	73	77	N/A	N/A
Growth and development	50	57	N/A	N/A
1.2 Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability				
Inclusiveness	68	72	N/A	N/A
Gender representation: International professionals (%)[1]	41	42	41	42
Gender representation – Senior staff (%)[2]	38	39	38	36
Geographic representation – Senior staff (%)[3]	29	30	29	29
Employee engagement	69	70	N/A	N/A
Involvement and belonging	59	72	N/A	N/A
1.4 Talent: Effective talent acquisition and management (attract, recruit and deploy)				
Retention rate	N/A	97.2	N/A	N/A
Partnerships				
2.1 Strategic and operational partnerships fostered				
% of countries that have established planned collaboration agreements with relevant agencies	100	100	93	N/A

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[1] Measurement formula: "Total number of international professional staff that are women" divided by "total number of international professional staff", multiplied by 100.

[2] Measurement formula: "Total number of international professional senior staff (P5 and above) that are women" divided by "total number of international professional staff (P5 and above)", multiplied by 100.

[3] Measurement formula: "Number of senior staff (P5 and above) that are from developing countries" divided by "total number of senior staff (P5 and above)", multiplied by 100. Developing countries are defined in Appendix A to the General Regulations and General Rules of WFP.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2015 (MANAGEMENT RESULT DIMENSIONS)

	Target 2015	KPI 2015	KPI 2014	KPI 2013
Value of contributions received from other non-government partners (million USD)	78	94	110.3	N/A
% of countries that have engaged in South–South or triangular cooperation supported by WFP [QCPR]	48	60	48	N/A
2.2 Partnership objectives achieved				
Proportion of cluster user survey targets achieved	100	100	100	N/A
WFP's Partnership Principles Adherence Score	60	57.59	N/A	N/A
2.3 United Nations System coherence and effectiveness improved				
% of WFP project outcomes (new country programmes) consistent with United Nations Development Assistance Framework (UNDAF)	100	100	100	100
Proportion of common QCPR indicators that WFP has reported on during a reference year	100	89	75	N/A
2.4 Effective governance of WFP is facilitated				
% accomplishment of the approved Biennial Programme of Work of the WFP Executive Board	80	77.53	97	N/A
Processes and Systems				
3.1 High-quality programme design and timely approval				
% of project logframe indicators with baseline data and target set within three months of the activity start date	70	75	63	N/A
3.2 Cost-efficient supply chain enables timely delivery of food assistance				
Average cost per ration	N/A	0.31	0.37	N/A
% of requested food that arrived on time and of good quality[4]	100	N/A	N/A	N/A
% achievement of planned food assistance (food, CBTs, and capacity development)	100	54	56	63

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[4] Technical and methodological problems limited WFP's ability to collect data for all WFP's operations and it was not possible to establish baselines.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2015 (MANAGEMENT RESULT DIMENSIONS)

	Target 2015	KPI 2015	KPI 2014	KPI 2013
% of emergency responses to sudden-onset emergencies in which the first round of food distributions commences within three calendar days	**100**	**100**	**0**	**96**
% lead time reduction related to advanced financing mechanism utilization	**50**	**62**	**57**	**48**
% lead time reduction as a result of Forward Purchase Facility utilization	**50**	**63**	**73**	**71**
3.4 Conducive platform for learning, sharing and innovation				
All core divisions have functional learning and sharing platforms	**60**	**100**	**100**	**N/A**
Programmes				
4.1 Appropriate and evidence-based programme responses				
% of project outcome indicators with a positive (or stabilized) value measure	**70**	**61**	**69**	**N/A**
% of outcome indicators meeting their targets for closed projects	**80**	**46**	**47**	**N/A**
% achievement of the 15 Gender Mainstreaming and Accountability Framework (GMAF) performance indicators for gender equality and women's empowerment	**50**	**80**	**80**	**47**
Projects with gender marker code 2a or 2b (as per QCPR)	**100**	**86**	**79**	**50**
% of countries with an up-to-date disaster risk reduction strategy [QCPR]	**72**	**66**	**72**	**N/A**
% of country offices with a functioning complaints and feedback mechanism for affected populations	**59**	**66**	**49**	**N/A**
4.2 Alignment with government priorities and strengthened national capacities				
% of countries where all WFP capacity development for preparedness of national and local actors is aligned with national plans	**60**	**82**	**53**	**N/A**
% of programme funds dedicated to strengthening national capacities [QCPR]	**Baseline**	**N/A**	**N/A**	**N/A**

ANNEX III-A: KEY PERFORMANCE INDICATORS 2015 (MANAGEMENT RESULT DIMENSIONS)

	Target 2015	KPI 2015	KPI 2014	KPI 2013
4.3 Lessons learned and innovations mainstreamed				
% completion of the WFP's evaluation work plan approved by the Executive Board	100	119	130	100
4.4 Effective communication of programme results and advocacy				
% of favourable mainstream media coverage of WFP	90	91	89	N/A
Accountability and Funding				
5.1 Predictable, timely and flexible resources obtained				
% Gross needs met	100	58	66	65
% of trust fund expenditures compared to trust fund allocation	90	80	82	N/A
% of multilateral confirmed contributions	N/A[5]	8.3	8.0	8.8
5.2 Strategic, transparent and efficient allocation of resources				
% of multilateral allocations that are based on the Strategic Resources Allocation Committee (SRAC) prioritization process	100	100	100	N/A
5.3 Accountability frameworks utilized				
Number of internal audit recommendations outstanding	166	169	166	106
% PACE compliance rate	100	90	95	91
% of country offices that answered "yes" to key control-related assurances in the Assurance Statement	100	89	83	N/A

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[5] In 2005 EB2, WFP proposed within the document "Funding for Effectiveness" (WFP/EB.2/2005/5-B paragraph 7), a Multilateral Target of 30% ("To increase WFP's effectiveness, it is recommended that in the next biennium efforts are made to reach a target of 30 percent of contributions that are provided multilaterally, and without additional requirements, and preferably in cash"). Within the work of the financial framework review it has become clear that our current definition of 'multilateral' contributions does not reflect the interpretation used when contributions are confirmed. This renders the target identified in 2005 unrealistic or at least at odds with the language and ability of WFPs donors to meet the intent. The ongoing Financial Framework Review exercise will establish a more precise and common understanding and reporting of this type of contribution. While the FFR is underway and further analysis is underway, WFP will continue to report on the amount of multilateral contributions with the understanding that the figures reflects fully un-earmarked contributions to WFP but does not include responses to IA broad-based appeals.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2015 (MANAGEMENT RESULT DIMENSIONS)

	Target 2015	KPI 2015	KPI 2014	KPI 2013
5.4 Effective management of resources demonstrated				
% post-delivery losses	**2**	**0.36**	**0.49**	**0.66**
% total unspent balance at project financial closure against total received by the projects	**0**	**0.44**	**0.2**	**0.05**
% change in CO^2 emission rate against 2008 baseline	**-12**	**93.3**	**-9.4**	**-8.3**

ANNEX III-B: METHODOLOGY FOR ASSESSING ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSIONS

Step 1: Calculate achievement of Key Performance Indicator against its target and define the level of improvement, or "**traffic light**".

Traffic Light	
[illegible]	Actual value on or with minimal deviation from target
Some progress	Actual value with some deviation from target
No progress	Actual value with deviation from target above acceptable range

For example: percent of countries that have established planned collaboration agreements with relevant agencies, Target = 100 and Actual = 93, Target type = Achievement.
The score is: 93/100*100 = 93

93 percent of the Target was achieved, corresponding to "**Strong progress**".

Step 2: Assign an Index value for each KPI traffic light

Traffic Light	Index
[illegible]	3
Some progress	2
No progress	1

Having scored "**Strong progress**", percent of countries that have established planned collaboration agreements with relevant agencies gets an Index of 3.

Step 3: Calculate the average of KPI Indices to assess the achievement of the management result

For example: "**Strategic and operational partnerships fostered**" is measured by three KPIs:

KPI	Index
Value of contributions received from other non-government partners (million USD)	2
% of countries that have established planned collaboration agreements with relevant agencies	3
% of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP	3

The average is calculated. In above case, average = (2+3+3)/3 = 2.6

Step 4: Assign a traffic light for the management result Index value

Index	Traffic Light
> or = 2.5	■
> or = 1.5	**Some progress**
< 1.5	No progress

Having scored 2.6, "Strategic and operational partnerships fostered" is assessed as "Strong progress".

Step 5: Repeat the same methodology from Step 2 to 4 to assess the Management Result Dimensions based on the achievements of the management result.

ANNEX IV: ACTIVITIES OF THE ETHICS OFFICE – ANNUAL REPORT 2015

Summary

This annual report, submitted to the Executive Board at its Annual Session in 2016, was reviewed by the Ethics Panel of the United Nations, in accordance with Section 5.4 of the Secretary-General's Bulletin entitled "United Nations system-wide application of ethics: separately administered organs and programmes" (ST/SGB/2007/11, as amended), and was provided to the Executive Director pursuant to paragraph 6.2 of Executive Director's Circular ED2008/002 entitled "Establishment of the Ethics Office in WFP".

It provides a summary of the activities of the Ethics Office during the period from 1 January to 31 December 2015, and includes observations related to the work of the Ethics Office and ethics within WFP and within the greater context of the United Nations system.

I. Introduction

1. This is the first report to cover a full calendar year of work of the current Director of the Ethics Office/Ethics Officer, who joined WFP in April 2014. It reports on the work of the Ethics Office in each area of its mandate for the period from 1 January to 31 December 2015, and provides information about activities of the Ethics Office in previous years and in 2016.

2. The Ethics Office conducts its activities based on principles of confidentiality and independence for the purpose of nurturing a strong ethical culture within WFP, and encourages all WFP personnel (employed through all employment contract types and volunteers) to be models of ethical behaviour and to speak up without fear of retaliation.

II. Background

3. The Ethics Office was established in January 2008 by Executive Director Circular 2008/002 "WFP Ethics Office" as a result of Secretary-General's Bulletin ST/SGB/2007/11_ "United Nations system-wide application of ethics: separately administered organs and programmes." The overall objective of the Ethics Office is to assist the Executive Director in fostering an ethical environment whereby all WFP personnel observe and perform their functions with the highest standards of integrity as required by the Charter of the United Nations, the Standards of Conduct for the International Civil Service, 2013,[1] the WFP Code of Conduct[2] and other applicable policies and practices relevant to standards of conduct for WFP personnel and those working in WFP's operations.

4. This report provides an overview of the activities undertaken by the Ethics Office in 2015 and statistical information, categorized in the following mandated areas of work:

   A. Advice and Guidance

   B. Annual Conflicts of Interest and Financial Disclosure Programme

   C. Protection Against Retaliation – Whistleblower Protection Policy

   D. Standard Setting and Policy Support

   E. Training, Education and Outreach

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[1] International Civil Service Commission. 2013. *Standards of Conduct for the International Civil Service*.

[2] Executive Director Circular ED2014/016, *WFP Code of Conduct*.

5. This report has been prepared pursuant to Section 5.4 of ST/SGB/2007/11, which requires the ethics offices in the United Nations Secretariat and the separately administered organs and programmes to prepare annual reports for review by the Ethics Panel of the United Nations.[3] It has been reviewed by the Ethics Panel and is hereby submitted to the Board.

III. Activities of the WFP Ethics Office

6. Below is an overview of the activities of the Ethics Office[4] by category: Advice and Guidance (252 separate queries); Annual Conflicts of Interest and Financial Disclosure Programme (FDP) (1,700 e-mails); Protection Against Retaliation – Whistleblower Protection Policy (7 cases); Standard Setting and Policy Support (50 distinct review, some with multiple documents or multiple rounds of reviews documents); Training, Education and Outreach (5 discrete events, some with multiple sessions, with new training materials); Ethics Panel/Ethics Network of Multilateral Organizations (Ethics Network – 12 conference calls/meetings). Thirty-two gifts were logged by the Ethics Office, per WFP's policy and practices on gifts. These are the numbers of activities conducted and do not reflect the time or number of people impacted.

A. Advice and Guidance

7. The Ethics Office provided advice and guidance to WFP employees and management. It registered 252 requests for advice and guidance on issues unrelated to the FDP and Protection Against Retaliation – Whistleblower Protection Policy (as noted in Sections B and C, respectively). This represented a 57 percent increase in requests for advice and guidance from 2014, when they totalled 160, and a 147 percent increase from 2013, when they totalled 102. The nature of these requests (Figure 1) was advice on: outside activities (20 percent); gifts, awards, honours, hospitality and related areas (9 percent); employment and post-employment (22 percent); standards of conduct (7 percent); and other, including actual, perceived and potential conflicts of interest, favouritism and general ethics advice (42 percent). The substantial increase was likely due to several factors: increased visibility of the Ethics Office, both directly and through engagement with senior management, including its participation in the Executive Management Group (EMG); additional tracking mechanisms; and, increased awareness and communications throughout WFP.

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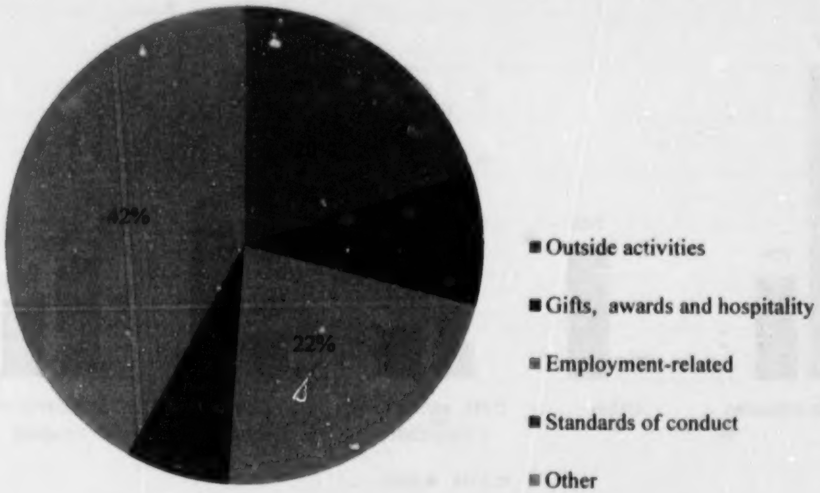
[3] Previously called the United Nations Ethics Committee.

[4] Executive Director Circular ED2008/002, *Establishment of Ethics Office in WFP.*

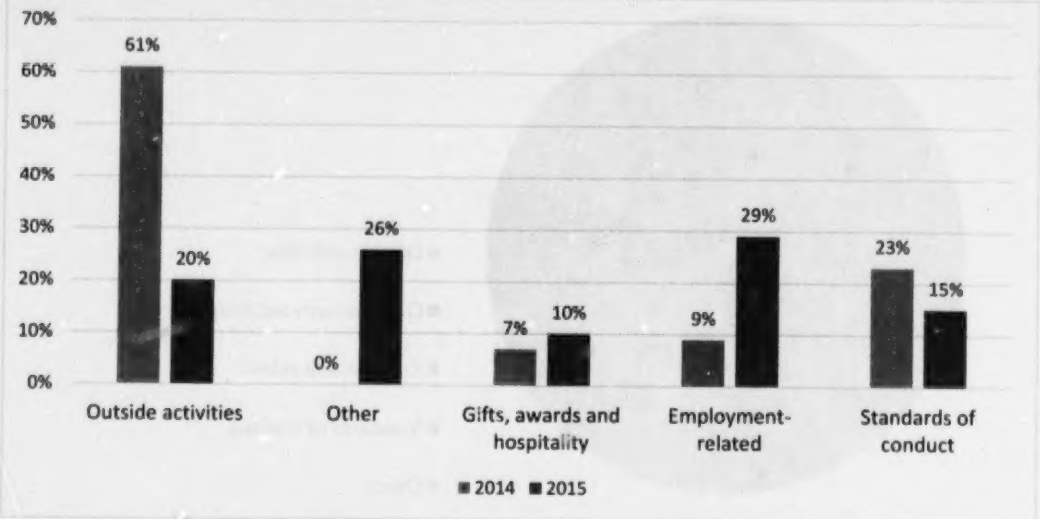
Figure 1: ***Requests for advice – categories***



8. The comparison of 2015 to 2014 for requests for advice and guidance (Figure 2) reflected substantial decreases in the percentages of requests related to outside activities, from 61 to 20 percent, and to standards of conduct, from 23 to 7 percent. The actual numbers were 98 and 51 for outside activities and 37 and 17 for standards of conduct in 2014 and 2015, respectively. Thus, the differences in actual numbers from 2015 to 2014 were not as substantial. The differences were likely due, in part, to factors such as differences in the way outside activities and employment/pre-employment requests were tracked (see paragraph 9 and Figure 2), and the addition of an "Other" category, resulting in matters formerly categorized under the standards of conduct category being captured under "Other" instead. The creation of this additional category, consistent with tracking used by other members of the Ethics Panel, affected the percentages in all categories and also reflected consultations of greater breadth.

9. Comparing 2015 with 2014 (Figure 2) showed a fairly substantial increase in conflicts of interest/compatibility related to employment/pre-employment. The actual numbers of requests were 14 and 55 in 2014 and 2015, respectively. The increase was in part a result of the elimination of a form of contract previously used in WFP, which resulted in more "when actually employed" consultants, who were predominantly employed in a part-time capacity, necessitating input from the Ethics Office; and in part a result of a change in the way the Ethics Office tracked these requests – shifting them from outside activities to employment/pre-employment-related.

Figure 2: ***Requests for advice – categories, 2014 and 2015***



10. There was a noticeable increase in consultations (formal/informal and with many being preventive/ anticipatory in nature) directly from executive management and heads of divisions/offices. Consultation by management is critical to a fully effective Ethics Office and a reflection of the development of trust in and credibility of the Office.

B. Annual Conflicts of Interest and Financial Disclosure Programme

11. WFP's policy on the Annual Conflicts of Interest and Financial Disclosure Programme (FDP) was adopted in April 2008[5] and first implemented in 2009. The FDP is a key component of WFP's commitment to transparency and public confidence building; it acts as a safeguard and risk management tool for WFP employees and the organization as a whole. The Ethics Office is mandated to administer the FDP, to assist WFP in identifying personal conflicts of interest for the purpose of mitigating or eliminating them in the best interests of WFP.

12. The Ethics Office implemented its seventh annual FDP exercise (2015 FDP) for the period 1 January–31 December 2014. The FDP exercise was launched on 13 April 2015 with a requested completion date of 11 May 2015. Routine extensions were accorded. A total of 1,221 WFP employees out of a total WFP population of 15,233 were identified to participate. This represented 8 percent of the total WFP population and an increase of 12.4 percent over the 2014 FDP population. The 2014 FDP population represented an increase of 9 percent over the 2013 FDP population (Figure 3).

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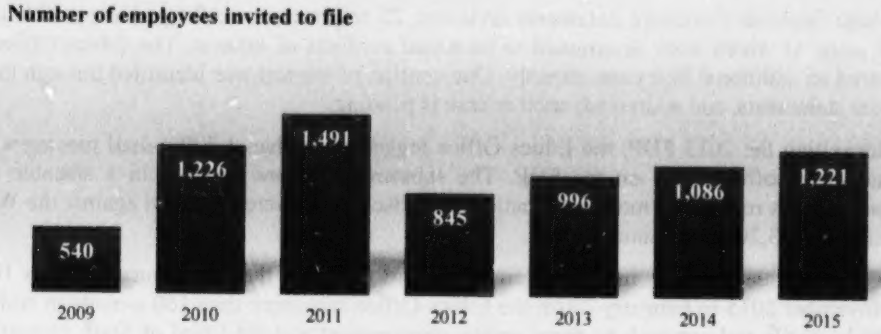
[5] Executive Director Circular ED2008/004, *Disclosure of Financial Interests, Outside Activities and Honours, Decorations, Favours, Gifts or Remuneration.*

Figure 3: ***Financial Disclosure Programme participation, 2009–2015***



13. Through a labour-intensive process, with data feeds from the Human Resources Division (HRM), the Ethics Office compiled and distributed lists of eligible participants for review by management. Management input was essential to identifying the proper FDP population, and management fulfilled this responsibility based on the policy criteria.

14. The policy criteria captures employees at D-1 and D-2 levels; all Country Directors and heads of office/sub-office; all oversight – audit/investigations, inspections – and investment – treasury, procurement and legal – officers, with the exception of the Employment and Administrative Law Branch; those whose occupational duties included procurement authority to release purchase orders of any type or who had regular access to confidential procurement information; and members of a vendor management committees.

15. The FDP was comprised of three parts: the conflict of interest (COI) questionnaire, the eligibility questionnaire and the financial disclosure statement.

16. Of the 1,221 eligible WFP employees, 20 were exempted, resulting in 1,201 employees completing the COI questionnaire. This questionnaire inquired about relationships of WFP employees and their dependent family members with any WFP vendors and partners and with governments, and required disclosure of any outside activities, receipt of gifts or awards, family relations in the United Nations, landlord/tenant relations, etc. Of the total COI questionnaires reviewed, 221 were flagged as possible conflicts of interest and were reviewed and cleared. Three previously unknown conflicts of interest were identified and addressed.

17. The eligibility questionnaire had a filtering effect, reducing further the number of FDP participants from 1,201 to 1,021. This represented a 16 percent reduction of the total population confirmed by management; in 2014, there was a 20 percent reduction. To address this disparity, the Ethics Office revised its communications to management. It is unclear whether the reduction in the filtering effect was a result of these updates, as there was a 35 percent reduction in 2013. The Ethics Office will continue to monitor the percentages in 2016.

18. Some 1,021 WFP employees completed the financial disclosure statement, which required disclosure of assets, profits, income, supplements, liabilities and other financial interests of WFP employees and their dependent family members, and of whether such interests were with WFP vendors/partners. Of the

1,021 WFP employees, 173 self-identified as ineligible in not meeting the criteria of a required participant; 26 of these employees were nonetheless required to complete the financial statement, and the remainder were exempted.

19. Of the total financial disclosure statements reviewed, 22 responses were flagged as possible conflicts of interest; none of which were determined to be actual conflicts of interest. The Ethics Office reviewed and cleared an additional four cases directly. One conflict of interest was identified through the financial disclosure statements, and addressed; another case is pending.

20. In implementing the 2015 FDP, the Ethics Office logged more than 1,700 e-mail messages, telephone calls and direct office visits on the FDP. The substantive review resulted in a sizeable number of additional e-mails requesting more information, and disclosures were reviewed against the WFP vendor list of more than 3,200 companies.

21. For the second time since the initial implementation of the FDP, the compliance rate was 100 percent. From November 2015 to February 2016, the Ethics Office sent more than 160 e-mails in addition to the automated e-mails and outreach by focal points, management and the Chief of Staff. Nevertheless, one D-2 submission remained outstanding until February 2016. Overall, however, the response rate was more timely in 2015 than in 2014 and substantially more timely than in 2013.

22. The Ethics Office plans to institute a firm end-of-calendar-year deadline in 2016, in alignment with the FDPs administered by other members of the Ethics Panel.

23. In 2014, the Ethics Office noticed the number of submissions with no financial information reported more than doubled – from 50 in 2013 to 105 in 2014. Thus, the Ethics Office monitored this data point for the 2015 FDP. Initially there were 145 submissions with no financial information reported – again a dramatic increase. To ensure these submissions were not the result of human or technological errors, the Ethics Office sought confirmation directly from the participants; 85 submissions were confirmed and 33 were reopened. In the end, there were 112 submissions with no financial transactions reported. As the upward trend continued, the Ethics Office will monitor it in 2016.

24. The Ethics Office continued to work on the creation of a revised database for the FDP, and initiated a revised version of the Executive Director Circular associated with the FDP. Work on the database and supporting documentation will continue in 2016.

C. Protection Against Retaliation – Whistleblower Protection Policy

25. It is the duty of all WFP personnel to report any breach of WFP's regulations and rules to those with responsibility to take appropriate action, and to cooperate with WFP's oversight functions. The main objective of the policy is to ensure that WFP personnel can report misconduct and cooperate with audits and investigations without being subject to retaliation.[6]

26. The Ethics Office worked on seven cases of protection against retaliation. One case did not meet the threshold set in the Whistleblower Protection Policy. Four cases continued from 2014; one of which resulted in protection measures. Two cases continued into 2016.

27. The Ethics Office, continued to enhance understanding of the scope of the policy within WFP and to monitor activity related to the Protection Against Retaliation – Whistleblower Protection Policy through its coordination with the Ethics Panel of the United Nations (as more fully described in Section IV), to

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[6] Executive Director Circular ED2008/003, ***Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits and investigation (WFP "Whistleblower" Protection Policy).***

ensure that WFP's Whistleblower Protection Policy remains in alignment with the United Nations system.

D. Standard Setting and Policy Support

28. **Fostering a corporate culture of ethics, transparency and accountability requires frequent and consistent advocacy. Toward this end, the Ethics Office provided guidance to management on the incorporation of ethical standards in organizational practices and processes.**

29. **The Ethics Office provided input on approximately 50 policies in various forms – circulars, policies, guidance and other administrative issuances and documentation including Joint Inspection Unit draft reports – and on a range of topics – financial and operational internal controls, confidentiality, data protection and privacy. In 2014, the Ethics Office reported a total of 19 policies reviewed; however, there were at least 22. There was a substantial increase in 2015 because the Ethics Officer also reviewed policies as a member of the Executive Management Group; the Ethics Officer became a member of the Group in an advisory capacity in February 2015.**

30. **In addition, the Ethics Officer actively participated on matters related to gender, protection against sexual exploitation and abuse, sustainability, and diversity and inclusion.**

E. Training, Education and Outreach

31. **The Ethics Office initiated several awareness and communication campaigns reaching all WFP personnel worldwide. A campaign for the World Day Against Child Labour was launched in June, spearheaded by the Ethics Officer and the Assistant Executive Director, Operations Services Department. Another campaign in October commemorated the first anniversary of adoption of the WFP Code of Conduct, led by the Deputy Executive Director. In December, the Assistant Executive Director, Resource Management Department and Chief Financial Officer represented "tone from the top" related to International Anti-Corruption Day. The Ethics Office extended the anti-fraud/anti-corruption campaign into an end-of-year campaign, covering WFP's policy and practices on gifts. (A detailed description of the related auction is provided in paragraph 39.)**

32. **For all awareness campaigns, the Ethics Office created sample communications with links and other materials, such as frequently asked questions, translated into Arabic, French and Spanish, for managers to communicate to their respective teams and third parties. The Supply Chain Division supported the end-of-year campaign, as did regional, country and division directors.**

33. **Related to each awareness campaign, the Ethics Office received formal and informal acknowledgements of actions taken by regional, country and division directors. As there is no systematic collection of the proliferation of the messaging, it is difficult to assess the extent of the value of the awareness campaigns empirically.**

34. **The Ethics Office initiated an e-mail "ethical leadership dialogue" from the Ethics Officer to all managers at levels D-1 and above. The purpose was to create a dialogue on ethical considerations among leadership and to support a "speak up" culture. In 2016, the ethical leadership dialogue will continue and be extended to employees on post at the P-5 level.**

35. **The Executive Director initiated an annual ethics message. Accompanying that message was a user-friendly abbreviated version of the 2014 Ethics Office annual report. This was the first time that an abbreviated version of the report was created and distributed to all WFP personnel. This practice will continue in 2016.**

36. The Ethics Office created and conducted several training sessions, reaching approximately 242 WFP employees through live presentations. In addition, 246 WFP employees were reached through ethics-related outreach by respectful workplace advisors (RWAs).

37. The Ethics Office conducted expanded awareness of and training to (with new training materials) the RWAs, who since 2012 have also been designated "Ethics Ambassadors" for WFP. The Ethics Officer participated in 10 conference calls, reaching approximately 90 RWAs.

38. An independent panel reviewed the internal justice system of WFP in 2014. This review resulted in an internal justice review report with several recommendations to be implemented by the Ethics Office. One recommendation was the creation of a mandatory on-line ethics training. The Ethics Office created the alpha version of this training from the recently completed online mandatory training of another United Nations organization, modifying it to WFP's policies, standards, objectives and operations and enlisting inputs from internal experts to create comprehensive, relevant training while harmonizing with the United Nations system. The e-learning is scheduled for finalization and roll-out in 2016.

39. In December, the Ethics Office organized an internal auction of gifts received or otherwise not refused for courtesy and practical reasons, properly reported and turned over to the Ethics Office throughout the year, per WFP policy. The infrastructure established in 2014, when the auction was resurrected, enabled efficient implementation of the on-site auction and the expansion to an online version, opening participation to all WFP personnel worldwide. Both auctions were well received and considered successful tools for raising awareness on WFP policies and practices with respect to gifts. The proceeds from the auctions were donated to WFP operations in the Central African Republic.

IV. Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations; Rome-based Agencies

40. The Ethics Panel was originally established in 2007 and renamed in April 2013. It is mandated to establish a unified set of ethical standards and policies for the United Nations Secretariat and the separately administered organs and programmes, and for consultation on matters with United Nations system-wide implications.

41. The Ethics Panel is comprised of the heads of the ethics offices of separately administered organs and programmes of the United Nations: the Ethics Office of the United Nations Secretariat (chair), the United Nations Development Programme, the United Nations Children's Fund, the United Nations Population Fund, the United Nations Office for Project Services, WFP, the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees.[7]

42. The Ethics Panel addressed issues of common interest, including harmonization and coherence on ethics advice, the state of the respective financial disclosure programmes, reviews of the annual reports of Ethics Panel members, policies and practices for protection against retaliation, and real-time interactions on ethical considerations. The Ethics Office participated in all 11 standard conference calls/meetings. The work of the Ethics Panel is reflected in the Report of the Secretary-General to the 70th Session of the General Assembly "Activities of the Ethics Office".[8]

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[7] ED Circular 2008/002; ST/SGB/2007/11, *Participation in the Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations*.

[8] A/70/307.

43. In support of the Secretary-General's promotion of system-wide collaboration on ethics-related issues within the United Nations extended network, an Ethics Network for Multilateral Organizations (Ethics Network) was established on 21 June 2010 within the framework of the Chief Executives Board for Coordination; it is now administered independently. Members of the Ethics Network include ethics officers and related professionals from the United Nations Secretariat, United Nations funds, programmes and specialized agencies and international financial institutions, including the World Bank, the International Monetary Fund and other multilateral entities. In July 2015, the WFP Ethics Officer participated in the annual meeting of the Ethics Network and in a panel discussion on "Collaborative Efforts on Training and Education in Ethics".

44. The ethics officers of the three Rome-based agencies coordinate periodically, sharing best practices.

V. Observations and Conclusions

45. The challenges of operating such a small office, as noted in past annual reports, continued. As a result, the Ethics Office concentrated on administration and infrastructure, which helped to reduce the amount of time required for some initiatives and some day-to-day matters, and on education and outreach, to increase awareness and knowledge through engaging and relevant targeted and organization-wide awareness campaigns and training materials for delivery by the Ethics Office and others, as requested or otherwise engaged, like the RWAs. The substantial increase in the volume of consultations, especially with management, may have been a result of education and outreach initiatives and the Ethics Officer's engagement otherwise. While the increase was well received, the volume was too great for one ethics professional and impacted other areas of the Ethics Office mandate. For example, while the Ethics Office provided input on a substantial number of policies and standards, many others were not reviewed or not reviewed by the deadlines. In addition, while the Ethics Office spent a considerable amount of time working on a revised database for the FDP, along with information technology and communications units at Headquarters, the conclusion of this project had to be postponed.

46. In addition to creating the Ethics Office, during its initial years the Ethics Office focused largely on advice and guidance as related to individual integrity risks, with limited involvement with institutional integrity risks While advice and guidance are regularly responsive in nature, preventive advice and proactive ethical considerations in operational and strategic decision-making can have greater positive impacts throughout the organization.

47. The 2015 Global Staff Survey measured the perceptions of WFP personnel on ethics and standards of conduct through several questions covering ethics, standards of conduct, survey credibility and ethical behaviour. The ethical behaviour questions were designed to measure the levels of fear of retaliation, trust in WFP, perceptions about the ethical commitment of WFP, leadership and management to ethical behaviour. The 2015 Global Staff Survey introduced a new question related to knowledge of the responsibilities of WFP employees experiencing or witnessing unethical behaviour or misconduct. The high rate of positive responses – 80 percent – to this new question reflected high institutional knowledge. Overall there were improvements from 2012; however, WFP ranked below global norms where these exist. The results were discussed with the Executive Management Group, which was receptive to addressing the findings, although no resources have been allocated. Various divisions contacted the Ethics Office for advice related to the Global Staff Survey and for support in addressing the results to the ethics and standards of conduct questions.

48. Additional consultations with the Ethics Office on standards, policies and matters related to WFP initiatives and activities reflected WFP's appreciation of the inclusion of an ethical lens in its governance and operations.

49. The Ethics Office continued to expand its activities in all categories covered by its mandate and to approach ethics holistically, regardless of the challenges and without an overall integrated strategy, which the Ethics Office remains committed to doing in alignment with the WFP Strategic Plan (2017–2021). The Ethics Office was and remains steadfast to nurturing a culture of ethics, integrity and accountability within WFP, working with individuals and management to foster a strong ethical organizational culture that enables WFP to fulfil its mission in working towards a world with zero hunger.

ANNEX V: WFP EMPLOYEES[1] AS AT 31.12.2015

CATEGORY	TOTAL	NO. OF WOMEN	PERCENTAGE OF WOMEN (%)
Higher categories (D-2 and above)	51	15	29
International professionals (P-1 to D-1)	1 347	565	42
Junior professional officers	49	26	53
Short-term international professionals and consultants	1 361	608	45
TOTAL INTERNATIONALLY RECRUITED	**2 808**	**1 214**	**43**
National professional officers	820	291	35
General service	3 285	1 177	36
Service contracts	6 220	1 551	25
Short-term general service and special service agreements	1 707	549	32
TOTAL LOCALLY RECRUITED	**12 032**	**3 568**	**30**
TOTAL WFP EMPLOYEES[2]	**14 840**	**4 782**	**32**

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[1] Excludes temporary contracts such as interns, authors' contracts, fellowships, United Nations and WFP volunteers and casual labourers.

[2] Data extracted on 13.01.2016 from WINGS II.

ANNEX VI: WFP FOOD PROCUREMENT IN 2015

	Quantities *(mt)*	% of total	*USD* million	% of total
Developing countries				
Least developed	**542 848**	**25**	**204.6**	**19**
Other low-income[1]	**47 206**	**2**	**16.9**	**2**
Lower middle-income[2]	**559 034**	**25**	**280.0**	**26**
Upper middle-income[3]	**474 481**	**21**	**279.9**	**26**
Subtotal	1 623 568	73	781.4	73
Developed countries				
Subtotal	587 283	27	286.5	27
TOTAL	2 210 851	100	1 067.9	100

No.	COUNTRY	*(mt)*	*USD*
Developing countries			
1	AFGHANISTAN	22 207	8 753 088
2	ALGERIA	16 036	5 620 858
3	ARGENTINA	2 397	1 826 890
4	BANGLADESH	2 628	2 177 331
5	BENIN	712	366 903
6	BOLIVIA (PLURINATIONAL STATE OF)	441	419 355
7	BRAZIL	8 718	3 684 976
8	BURKINA FASO	3 096	1 553 314
9	BURUNDI	8 873	4 055 103
10	CAMBODIA	4 321	1 548 916
11	CAMEROON	1 588	1 115 745
12	CENTRAL AFRICAN REPUBLIC	46	31 882
13	CHAD	4 653	2 520 861
14	CHINA	3 045	2 569 557
15	COLOMBIA	237	141 306
16	CÔTE D'IVOIRE	628	381 181
17	DEM. REP. CONGO	14 708	8 685 725
18	EGYPT	29 947	25 725 915
19	EL SALVADOR	6	11 582
20	ETHIOPIA	119 641	37 525 376
21	FIJI	183	586 219

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[1] LIC: Other low-income countries (per capita gross national income (GNI) < USD 1,045 in 2013)

[2] LMIC: lower middle-income countries (per capita GNI USD 1,046 – 4,125 in 2013)

[3] UMIC: upper middle-income countries (per capita GNI USD 4,126 – 12,745 in 2013)

ANNEX VI: WFP FOOD PROCUREMENT IN 2015

No.	COUNTRY	(mt)	USD
22	GAMBIA	63	27 408
23	GHANA	7 710	4 402 629
24	GUATEMALA	8 962	6 388 441
25	GUINEA	1 927	1 253 768
26	GUINEA-BISSAU	766	405 754
27	HAITI	780	693 420
28	HONDURAS	20 338	15 746 198
29	INDIA	199 470	89 461 105
30	INDONESIA	61 955	45 973 963
31	IRAN (ISLAMIC REPUBLIC OF)	3 240	2 137 651
32	IRAQ	6 088	8 511 089
33	JORDAN	28 389	23 717 370
34	KAZAKHSTAN	8 691	3 994 058
35	KENYA	46 786	16 734 186
36	KYRGYZSTAN	7 501	5 844 007
37	LAO PEOPLE'S DEMOCRATIC REPUBLIC	19	9 922
38	LEBANON	9 651	7 500 676
39	LIBERIA	948	675 143
40	MADAGASCAR	1 758	817 702
41	MALAWI	23 199	12 334 685
42	MALAYSIA	1 456	1 270 123
43	MALI	30 788	11 264 394
44	MAURITANIA	28	3 328
45	MEXICO	1 054	1 140 677
46	MOZAMBIQUE	7 674	3 791 504
47	MYANMAR	45 658	17,394,824
48	NAMIBIA	1 261	99 120
49	NEPAL	6 279	3 076 951
50	NICARAGUA	2 336	2 682 296
51	NIGER	29 868	9 241 632
52	PAKISTAN	44 548	23 558 573
53	STATE OF PALESTINE	12 778	5 083 127
54	PHILIPPINES	573	415 956
55	REPUBLIC OF MOLDOVA	2 183	577 337
56	RWANDA	17 346	7 352 203

57	SENEGAL	5 135	2 834 870
58	SIERRA LEONE	2 112	1 340 528
59	SOLOMON ISLANDS	31	123 013
60	SOMALIA	1 500	698 800
61	SOUTH AFRICA	49 073	20 466 369
62	SOUTH SUDAN	657	340 215
63	SRI LANKA	2 116	953 070
64	SUDAN	63 328	21 405 120
65	SYRIAN ARAB REPUBLIC	5 806	2 261 641
66	TAJIKISTAN	270	34 994
67	THAILAND	4 939	3 011 980
68	TIMOR-LESTE	167	224 790
69	TOGO	400	213 204
70	TUNISIA	662	792 601
71	TURKEY	328 634	192 397 577
72	UGANDA	58 823	20 854 742
73	UKRAINE	147 811	48 174 546
74	UNITED REPUBLIC OF TANZANIA	37 538	11 396 792
75	URUGUAY	727	398 964
76	VIET NAM	2 337	850 989
77	YEMEN	13 854	5 060 593
78	ZAMBIA	11 317	4 581 144
79	ZIMBABWE	150	81 600
Subtotal (73% in value terms)		1 623 568	781 381 444

ANNEX VI: **WFP FOOD PROCUREMENT IN 2015**

No.	COUNTRY	*(mt)*	*USD*
Developed countries			
1	AUSTRALIA	18 330	8 183 251
2	BELGIUM	61 112	37 726 302
3	BULGARIA	98 496	22 025 448
4	CANADA	15 511	13 023 009
5	DENMARK	11	374 724
6	ESTONIA	336	475 095
7	FRANCE	35 233	43 283 187
8	GERMANY	5 352	2 393 208
9	ITALY	110 017	58 825 809
10	JAPAN	3 323	2 445 482
11	KUWAIT	67	51 343
12	NETHERLANDS	2 339	2 377 812
13	OMAN	562	572 463
14	POLAND	1 026	316 521
15	ROMANIA	19 700	4 920 075
16	RUSSIAN FEDERATION	200 437	76 622 872
17	UNITED ARAB EMIRATES	12 791	6 653 840
18	UNITED STATES OF AMERICA	2 643	6 270 705
Subtotal (27% in value terms)		587 283	286 541 146
TOTAL		2 210 851	1 067 923 590

ANNEX VII: TOTAL CONFIRMED CONTRIBUTIONS IN 2015 (*USD thousand*)

	TOTAL	Multilateral		Directed multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
AFRICAN DEVELOPMENT BANK	2 000			505		1 495		
ANDORRA	48			48				
ARGENTINA	55					55		
ARMENIA	101							101
AUSTRALIA	72 482	26 447		11 243	13 908	12 659	1 360	6 864
AUSTRIA	6 075				6 075			
BANGLADESH	4 128			4 128				
BELGIUM	17 034	5 417	5 417		2 167	2 250	6 102	1 099
BOLIVIA (PLURINATIONAL STATE OF)	323	323						
BRAZIL	6 093			1 465		3 292		1 336
BULGARIA	113				113			
BURUNDI	3 866			3 866				
CAMBODIA	1 227			1 227				
CAMEROON	912			912				
CANADA	261 646	24 360	4 721	44 951	59 636	116 808	15 666	224
CHAD	7 221			223		6 997		
CHILE	316	20		196	100			
CHINA	10 466	3 551	488		5 000	1 000		916
COLOMBIA	2 446							2 446
CONGO	2 880			2 880				
CUBA	0			0				0
CYPRUS	26	4			22			
CZECH REPUBLIC	1 128				824	303		
DENMARK	57 045	34 398	8 190		18 688	1 025	2 187	747
EGYPT	385	186		199				
EL SALVADOR	200	200						
ESTONIA	265			77	188			
ETHIOPIA	34 626							34 626
EUROPEAN COMMISSION	250 347			2 156	120 898	96 134	28 509	2 651

ANNEX VII: TOTAL CONFIRMED CONTRIBUTIONS IN 2015 (*USD thousand*)

	TOTAL	Multilateral		Directed multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
FINLAND	34 451	9 576			13 509	10 915	83	368
FRANCE	40 799	106	106	2 097	29 423	6 837		2 336
GERMANY	329 192	28 169	2 717	524	222 253	64 592	4 861	8 793
GUATEMALA	5 215	150				5 065		
GUINEA-BISSAU	446					446		
GUINEA	3 713			1 285	2 428			
HONDURAS	24 170	2				50		24 118
HUNGARY	339	10			329			
ICELAND	975	125		300	125	425		
INDIA	1 361	47						1 314
IRAN (ISLAMIC REPUBLIC OF)	3 959					3 959		
IRAQ	593				593			
IRELAND	29 631	23 753	4 270	771	2 101	961	226	1 819
ISRAEL	20							20
ITALY	26 232	12 864		513	6 097	1 318		5 439
JAPAN	196 773	2 914		26 858	65 846	92 074	7 166	1 915
JORDAN	47	47						
KAZAKHSTAN	30							30
KENYA	613					613		
REPUBLIC OF KOREA	37 315	100		9 500	2 500	14 998	100	10 117
KUWAIT	45 000				45 000			
LATVIA	56				56			
LESOTHO	3 665							3 665
LIBERIA	2 430				2 430			
LIECHTENSTEIN	401	98	98		52	252		
LITHUANIA	79				79			
LUXEMBOURG	11 409	1 927	567	1 826	225	2 329	113	4 989
MADAGASCAR	781					650		131
MALAWI	17 772					17 772		
MALAYSIA	1 000							1 000
MALTA	79				79			

ANNEX VII: **TOTAL CONFIRMED CONTRIBUTIONS IN 2015 (*USD thousand*)**

	TOTAL	Multilateral		Directed multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
MONACO	206			123	83			
MYANMAR	0	0						
NAMIBIA	1 258							1 258
NETHERLANDS	101 464	49 519		7 028	30 908	2 050	7 093	4 867
NEW ZEALAND	4 823	4 691	7			132		
NICARAGUA	20	20						
NORWAY	92 546	42 198	12 487		36 341	11 237	1 847	923
ORGANIZATION FOR SECURITY AND CO-OPERATION IN EUROPE	11					11		
PAKISTAN	80 627	23				80 604		
PANAMA	376	136						240
PERU	288	262						26
POLAND	991				991			
PORTUGAL	148	10			100	37		
PRIVATE DONORS****	98 438	7 254		24 665	15 770	8 978	5 551	36 221
QATAR	1 255				1 000	255		
ROMANIA	110				110			
RUSSIAN FEDERATION	48 723			25 600	5 000	9 000		9 123
SAUDI ARABIA	151 556			3 010	117 117	15 429	16 000	
SIERRA LEONE	6 000			3 000	2 000		1 000	
SLOVAKIA	329				329			
SLOVENIA	65				34	32		
SOUTH SUDAN	4 110					1 110	3 000	
SPAIN	7 621	56	56		3 873	2 034	271	1 387
SRI LANKA	18	18						
SWAZILAND	2 096			2 096				
SWEDEN	91 182	65 166	4 000	2 680	3 243	11 012	9 080	0
SWITZERLAND	83 216	7 419	6 522	3 927	23 553	40 913	5 089	2 315
THAILAND	136	111				26		

ANNEX VII: TOTAL CONFIRMED CONTRIBUTIONS IN 2015 (*USD thousand*)

	TOTAL	Multilateral		Directed multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
TOGO	17			17				
TURKEY	1 000				1 000			
UN CENTRAL EMERGENCY RESPONSE FUND (CERF)	159 929			1 296	48 470	86 714	22 762	687
UNITED ARAB EMIRATES	2 163				1 010	1 000	153	
UNITED KINGDOM	456 823	61 731		9 130	198 661	150 931	30 811	5 559
UN OTHER FUNDS AND AGENCIES (EXCLUDING CERF)	76 969	109		16 620	4 633	15 911	26 726	12 970
UNITED REPUBLIC OF TANZANIA	337	337						
UNITED STATES OF AMERICA	2 015 509	5 000	5 000	103 095	745 471	1 052 161	102 235	7 546
ZAMBIA	1 507			1 507				
ZIMBABWE	1 246					1 246		
GRAND TOTAL	**5 055 114[1]**	**418 853**	**54 646**	**321 542**	**1 860 443**	**1 956 101**	**297 991**	**200 184**
Bilateral Contributions								***881***

*** IRA: Immediate Response Account; ** SO: Special Operation;**

***** Others: contributions to trust funds, Special Accounts, and General Fund;**

****** Private contributions do not include extraordinary gifts-in-kind such as advertising.**

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[1] "This grand total figure represents donor confirmed contributions for contribution year 2015. This figure is not fully aligned with the contributions revenue of USD 4.8 billion as reported in the 2015 audited financial statements and the main text of the APR. The differences that occur are as a result of: a) differing treatment of multi-year revenue; b) exclusion of contributions with bilateral funding window; and c) exclusion of contribution revenue adjustments such as unspent balances and write-downs."

ANNEX VIII-A: **DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2012–2015**

	2012		2013		2014		2015	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
Grand total	**3 994 511**	**100**	**4 159 300**	**100**	**4 717 572**	**100**	**4 633 491**	**100**
Development	364 830	9	375 815	9	345 626	7	300 313	6
Relief	3 178 534	80	3 350 780	81	3 843 912	81	3 690 914	80
Emergency	1 386 183		1 548 678		2 161 765		1 772 776	
PRRO	1 792 351		1 802 102		1 682 146		1 918 138	
Special operations	223 311	6	204 558	5	313 323	7	400 705	9
Bilaterals, trust funds and others[2]	227 836	6	228 148	5	214 712	5	241 559	5
Sub-Saharan Africa	**2 625 060**	**100**	**2 406 124**	**100**	**2 514 811**	**100**	**2 500 463**	**100**
Percentage of all regions	66		58		53		54	
Development	217 528	8	235 005	10	218 503	9	167 159	7
Relief	2 196 086	84	1 950 482	81	1 976 777	79	1 946 924	78
Emergency	1 012 046		687 030		828 769		677 864	
PRRO	1 184 040		1 263 452		1 148 008		1 269 060	
Special operations	168 107	6	166 867	7	266 360	11	327 174	13
Bilaterals and trust funds	43 338	2	53 769	2	53 172	2	59 207	2
Asia and the Pacific	**720 568**	**100**	**555 611**	**100**	**524 043**	**100**	**558 020**	**100**
Percentage of all regions	18		14		13		14	
Development	96 078	13	83 589	15	66 179	13	64 775	12
Relief	567 107	79	434 038	78	406 929	78	420 932	75
Emergency	155 503		27 989		36 841		34 113	
PRRO	411 603		406 049		370 087		386 819	
Special operations	35 566	5	23 491	4	29 438	6	45 546	8
Bilaterals and trust funds	21 818	3	14 494	3	21 497	4	26 767	5

ANNEX VIII-A: DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2012–2015

	2012		2013		2014		2015	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
Eastern Europe, Southern Europe and Commonwealth of Independent States (CIS)	**21 609**	**100**	**22 328**	**100**	**21 153**	**100**	**50 788**	**100**
Percentage of all regions	1		1		1		1	
Development	11 872	55	14 615	65	13 366	63	22 010	43
Relief	9 402	44	7 358	33	7 022	33	26 537	52
Emergency	21		87		2 632		25 567	
PRRO	9 381		7 272		4 389		970	
Special operations		0		0		0	1 382	3
Bilaterals and trust funds	336	2	354	2	766	4	858	2
Latin America and the Caribbean	**150 122**	**100**	**136 067**	**100**	**131 286**	**100**	**115 144**	**100**
Percentage of all regions	4		3		3		3	
Development	22 342	15	28 224	21	27 147	21	24 443	21
Relief	62 954	42	59 279	44	57 665	44	57 793	50
Emergency	2 786		3 484		6 162		1 387	
PRRO	60 168		55 796		51 503		56 407	
Special operations	7 029	5	3 285	2		0	0	0
Bilaterals and trust funds	57 798	39	45 280	33	46 475	35	32 908	29
Middle East and North Africa	**367 130**	**100**	**937 839**	**100**	**1 431 362**	**100**	**1 296 865**	**100**
Percentage of all regions	9		23		36		32	
Development	16 768	5	14 260	2	20 247	1	21 927	2
Relief	339 210	92	896 750	96	1 392 508	97	1 238 727	96
Emergency	214 364		829 038		1 286 223		1 033 844	
PRRO	124 845		67 712		106 285		204 882	

ANNEX VIII-A: DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2012–2015

	2012		2013		2014		2015	
	USD thousand	**%**	**USD thousand**	**%**	**USD thousand**	**%**	**USD thousand**	**%**
Special operations	5 857	2	9 325	1	13 058	1	26 099	2
Bilaterals and trust funds	5 296	1	17 504	2	5 549	0	10 112	1

[1] Excludes programme support and administrative costs. Please note that compared to APR 2013, expenses have been replaced with expenditures to ensure improved alignment with WFP's corporate management reporting standards.

[2] Operational expenditures includes General Fund and trust funds that cannot be apportioned by project/operation.

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2012–2015 *(USD thousand)*

	2012					2013					2014					2015				
	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Grand Total	**364 830**	**3 178 534**	**223 311**	**227 836**	**3 994 511**	**375 815**	**3 350 780**	**204 558**	**228 148**	**4 159 300**	**345 626**	**3 843 912**	**313 323**	**214 712**	**4 717 572**	**300 313**	**3 690 914**	**400 705**	**241 559**	**4 633 491**
Sub-Saharan Africa																				
Benin	1 731	353	107	55	**2 246**	2 886	700	0	436	**4 022**	1 661	-	-	173	**1 834**	1 883	-	-	154	**2 037**
Burkina Faso	5 010	42 283	-	1 641	**48 934**	3 507	27 568	32	978	**32 085**	4 793	14 648	-	1 154	**20 595**	4 145	13 884	-	1 520	**19 548**
Burundi	4 287	13 203	-	416	**17 906**	5 203	18 518	-	525	**24 246**	8 834	17 227	-	1 806	**27 867**	10 400	15 693	-	820	**26 913**
Cameroon	1 701	15 865	-	131	**17 696**	612	8 080	-	-	**8 693**	1 336	23 272	-	85	**24 694**	1 321	51 359	388	73	**53 140**
Cape Verde	204	-	-	182	**386**	320	-	-	-	**320**	257	-	-	-	**257**	143	-	-	-	**143**
Central African Republic	2 026	14 876	5 892	0	**22 794**	502	16 565	5 940	-	**23 007**	318	68 184	17 343	-	**85 846**	150	51 860	12 704	-	**64 714**
Chad	6 658	143 006	13 881	174	**163 720**	5 498	108 238	12 315	544	**126 595**	5 417	96 221	13 191	795	**115 625**	1 850	84 875	12 334	517	**99 575**
Congo	4 510	5 152	221	27	**9 910**	5 113	4 702	159	231	**10 205**	4 238	3 413	-	287	**7 938**	2 887	4 198	-	321	**7 407**
Congo, Dem. Rep. of the	-	105 070	20 649	2 589	**128 308**	-	142 251	19 878	3 115	**165 244**	-	91 441	20 306	2 822	**114 568**	-	93 408	24 300	2 946	**120 654**
Côte d'Ivoire	29	28 781	3 743	511	**33 064**	895	19 101	887	2 166	**23 050**	2 516	8 043	-	122	**10 681**	5 437	4 618	-	46	**10 101**
Djibouti	1 132	15 013	-	129	**16 274**	1 003	11 822	-	71	**12 895**	426	8 664	-	206	**9 296**	1 473	6 493	-	168	**8 133**
Ethiopia	33 480	323 736	6 582	7 992	**371 790**	31 917	282 122	9 524	10 988	**334 550**	19 897	239 155	13 996	5 412	**278 460**	18 942	280 310	6 594	4 404	**310 250**
Gambia	910	9 715	-	73	**10 698**	2 653	2 881	-	16	**5 550**	1 478	1 227	-	231	**2 936**	1 695	1 592	-	6	**3 293**
Ghana	8 610	9 678	26	1 812	**20 126**	4 973	1 119	2	1 458	**7 552**	8 163	1 013	771	1 379	**11 325**	5 822	509	1 818	1 072	**9 220**
Guinea	4 581	1 606	-	98	**6 285**	4 158	1 366	-	-	**5 524**	4 767	16 562	14 099	45	**35 472**	14 024	25 398	31 818	313	**71 553**
Guinea-Bissau	3 473	60	-	500	**4 032**	235	3 972	-	241	**4 447**	-	7 073	-	-	**7 073**	-	4 180	-	-	**4 180**
Kenya	20 334	253 973	-	1 100	**275 406**	13 814	179 245	-	1 855	**194 914**	20 913	157 783	-	2 254	**180 949**	14 729	144 006	-	2 077	**160 812**
Lesotho	4 317	2 995	-	403	**7 715**	7 897	11 196	-	320	**19 413**	13 458	521	-	806	**14 785**	5 657	-	-	5 033	**10 690**
Liberia	6 078	21 168	623	2 296	**30 165**	7 897	10 324	138	1 767	**20 125**	4 446	21 614	13 272	1 648	**40 980**	6 336	29 758	34 287	1 062	**71 444**
Madagascar	5 859	8 696	-	77	**14 631**	9 466	7 331	-	107	**16 904**	6 014	5 941	-	2 090	**14 045**	6 746	5 378	-	1 179	**13 302**
Malawi	11 892	31 576	-	1 063	**44 531**	13 977	57 025	-	2 341	**73 343**	23 726	51 425	-	3 017	**78 168**	12 587	53 952	2 155	3 608	**72 301**
Mali	12 655	62 018	597	2 275	**77 544**	28 347	93 510	8 020	2 208	**132 085**	22 924	105 578	8 417	1 447	**138 366**	9 316	56 323	5 935	1 026	**72 601**
Mauritania	2 970	41 839	3 638	599	**49 046**	1 985	29 077	4 740	842	**36 645**	1 201	20 333	4 344	185	**26 063**	952	19 333	2 728	1 029	**24 042**
Mozambique	8 727	9 649	307	1 946	**20 629**	10 915	7 608	1 260	3 721	**23 503**	11 012	4 390	63	3 270	**18 735**	7 446	5 262	1 542	5 005	**19 255**
Namibia	-	579	-	31	**610**	-	67	-	610	**677**	-	-	-	373	**373**	-	-	-	520	**520**
Niger	5 255	205 965	10 224	835	**222 280**	8 576	128 120	7 363	1 402	**145 462**	2 387	112 553	6 374	2 225	**123 539**	-	94 545	5 874	2 990	**103 409**
Nigeria	-	-	352	-	**352**	-	-	-5	-	**-5**	-	-	0	58	**58**	-	281	1 893	370	**2 544**
Rwanda	3 402	11 479	-	1 458	**16 340**	874	14 554	-	1 582	**17 010**	1 830	14 256	-	3 774	**19 859**	2 078	20 108	-	2 318	**24 504**
Sao Tome and Principe	814	-	-	17	**830**	624	-	-	-	**624**	427	-	-	-	**427**	165	-	-	-	**165**
Senegal	4 431	38 404	-	1 605	**44 440**	6 172	28 438	-	1 115	**35 726**	5 281	14 661	-	1 499	**21 441**	1 856	8 686	1 192	1 702	**13 436**
Sierra Leone	7 223	5 899	-	359	**13 481**	8 565	332	-	688	**9 586**	5 923	18 231	9 509	834	**34 497**	4 604	27 059	34 800	583	**67 045**
Somalia	-	161 049	27 813	-	**188 862**	-	139 878	26 974	-	**166 852**	-	118 287	29 692	9	**147 988**	-	133 646	28 184	48	**161 878**
South Sudan	-	266 484	46 549	-	**313 033**	-	219 767	47 199	-	**266 966**	-	373 863	91 995	22	**465 880**	-	405 077	93 522	928	**499 527**
Sudan	-	226 243	25 983	2 830	**255 056**	-	240 965	22 334	1 316	**264 614**	-	240 357	22 173	778	**263 308**	-	211 953	20 820	3 355	**236 128**
Swaziland	725	1 793	-	68	**2 586**	5 942	355	-	651	**6 949**	1 418	0	-	1 410	**2 828**	2 098	-	-	145	**2 243**
United Republic of Tanzania	13 220	18 180	-	1 183	**32 582**	15 129	17 184	-	1 814	**34 127**	8 267	13 999	-	1 700	**23 967**	5 921	19 259	-	1 233	**26 413**
Togo	143	25	382	-	**549**	297	187	39	4	**527**	334	-	-	40	**374**	163	-	-	5	**168**
Uganda	27 534	26 584	-	1 319	**55 437**	18 422	32 033	-	1 581	**52 036**	17 494	52 342	-	1 574	**71 410**	12 270	48 179	941	2 478	**63 869**
Zambia	3 608	517	-	1 268	**5 394**	6 634	260	-	1 717	**8 611**	7 346	20	-	1 553	**8 919**	4 064	-	-	1 967	**6 030**

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2012–2015 *(USD thousand)*

	2012					2013					2014					2015				
	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Zimbabwe	-	72 494	-	141	**72 635**	-	83 409	-	195	**83 604**	-	53 089	-	125	**53 214**	-	22 420	-	710	**23 130**
Other regional expenditures	-	81	538	6 136	**6 755**	-	610	68	7 164	**7 842**	-	1 394	812	7 966	**10 172**	-	3 325	3 348	7 476	**14 149**
TOTAL REGION	**217 528**	**2 196 086**	**168 107**	**43 338**	**2 625 060**	**235 005**	**1 950 482**	**166 867**	**53 769**	**2 406 124**	**218 503**	**1 976 777**	**266 360**	**53 172**	**2 514 811**	**167 159**	**1 946 924**	**327 174**	**59 207**	**2 500 463**
Asia and the Pacific																				
Afghanistan	-	194 342	16 952	2 998	**214 292**	-	132 393	13 614	5 255	**151 262**	-	104 974	14 433	6 824	**126 230**	-	103 065	11 499	11 413	**125 977**
Bangladesh	47 575	2 933	-	1 130	**51 638**	40 027	2 501	-	1 949	**44 477**	25 393	5 088	-	4 765	**35 246**	24 315	5 563	-	2 258	**32 136**
Bhutan	1 959	-	-	2	**1 961**	2 510	-	-	5	**2 515**	1 012	-	-	-	**1 012**	1 623	-	-	-	**1 623**
Cambodia	19 421	6 016	-	622	**26 060**	13 501	14	-	731	**14 246**	14 625	-	-	427	**15 052**	10 784	-	-	156	**10 940**
India	3 086	-	-	11 105	**14 191**	1 944	-	-	1 723	**3 667**	1 283	-	-	439	**1 722**	572	-	-	1 002	**1 574**
Indonesia	2 730	732	1 769	1 153	**6 383**	3 679	-	-	507	**4 186**	3 171	-	-	781	**3 951**	3 699	-	-	1 080	**4 779**
Korea, D P R of	-	51 457	-	19	**51 476**	-	28 026	-	52	**28 078**	-	22 097	-	83	**22 180**	-	29 906	-	-	**29 906**
Lao People's Dem. Rep.	7 330	88	-	398	**7 817**	9 301	-	-	625	**9 927**	9 847	-	-	486	**10 333**	11 306	-	-	1 842	**13 148**
Myanmar	-	36 996	97	231	**37 324**	-	48 306	183	603	**49 093**	-	41 303	-	1 147	**42 450**	-	41 707	-	1 420	**43 127**
Nepal	6 922	26 238	-	1 293	**34 453**	8 008	15 734	-	1 598	**25 340**	8 249	7 060	-	2 613	**17 922**	9 991	30 162	28 071	2 509	**70 733**
Pakistan	0	214 318	15 995	787	**231 100**	-	155 246	560	178	**155 983**	-	169 377	3 004	1 075	**173 455**	-	189 810	1 291	1 683	**192 784**
Philippines	-	19 424	662	334	**20 420**	-	43 456	9 065	228	**52 749**	-	47 367	12 002	147	**59 516**	-	12 511	2 889	241	**15 642**
Sri Lanka	1 587	14 053	55	139	**15 834**	312	8 362	68	8	**8 749**	159	9 662	-	220	**10 041**	-	4 160	-	675	**4 836**
Timor-Leste	5 467	509	16	1 025	**7 018**	4 306	-	-	80	**4 386**	2 441	-	-	-8	**2 433**	2 485	-	-	-	**2 485**
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3 887	-	-	**3 887**
Other regional expenditures	-	-	0	582	**582**	-	-	-	951	**953**	-	-	-	2 499	**2 499**	-	189	1 796	2 458	**4 443**
TOTAL REGION	**96 078**	**567 107**	**35 566**	**21 818**	**720 568**	**83 589**	**434 038**	**23 491**	**14 494**	**555 611**	**66 179**	**406 929**	**29 438**	**21 497**	**524 043**	**64 775**	**420 932**	**45 546**	**26 767**	**558 020**
Eastern Europe, Southern Europe and CIS																				
Albania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1 017	-	-	**1 017**
Armenia	2 583	950	-	-	**3 533**	2 527	25	-	-	**2 552**	2 436	567	-	88	**3 092**	3 823	-	-	103	**3 926**
Azerbaijan	-	-	-	17	**17**	-	-	-	17	**17**	-	-	-	8	**8**	-	-	-	-	-
Bosnia and Herzegovina	-	-	-	-	-	-	-	-	-	-	-	183	-	-	**183**	-	-	-	-	-
Georgia	-	442	-	5	**448**	-	376	-	-	**376**	-	-	-	-	-	-	-	-	-	-
Greece	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	116	-	-	**116**
Kyrgyzstan	-	4 949	-	262	**5 211**	946	5 607	-	296	**6 849**	3 179	3 601	-	252	**7 032**	8 566	-	-	136	**8 702**
Serbia	-	-	-	-	-	-	-	-	-	-	-	482	-	-	**482**	-	-	-	-	-
Tajikistan	9 289	3 061	-	51	**12 401**	11 142	1 350	-	41	**12 533**	7 751	948	-	377	**9 076**	9 621	1 207	-	618	**11 447**
Ukraine	-	-	-	-	-	-	-	-	-	-	-	1 240	-	-	**1 240**	-	24 196	1 182	-	**25 378**
Uzbekistan	-	-	-	-	-	-	-	-	-	-	-	-	-	40	**40**	-	-	-	0	**0**
TOTAL REGION	**11 872**	**9 402**	**0**	**336**	**21 609**	**14 615**	**7 358**	**0**	**354**	**22 320**	**13 366**	**7 022**	**0**	**765**	**21 153**	**22 010**	**26 537**	**1 182**	**858**	**50 588**
Latin America and the Caribbean																				
Bolivia (Plurinational State of)	987	648	-	693	**2 329**	818	1 543	-	803	**3 164**	1 170	4 902	-	663	**6 735**	945	917	-	672	**2 534**
Colombia	-	8 822	-	5 184	**14 005**	-	11 325	-	8 260	**19 585**	-	12 269	-	11 974	**24 243**	-	9 000	-	3 995	**12 995**
Cuba	225	33	-	12 132	**12 389**	179	1 817	-	1 324	**3 319**	356	128	-	194	**679**	3 353	187	-	47	**3 587**
Dominican Republic	-	-	-	1 019	**1 019**	-	-	-	797	**797**	-	-	-	944	**944**	-	-	-	1 194	**1 194**

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2012–2015 *(USD thousand)*

	2012					2013					2014					2015				
	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Ecuador	-	2 712	-	1 571	**4 283**	-	3 407	-	1 837	**5 244**	-	3 357	-	2 110	**5 467**	-	2 804	-	1 747	**4 551**
El Salvador	-	3 661	-	12 786	**16 447**	-	1 530	-	4 030	**5 560**	-	2 377	-	2 027	**4 404**	-	2 959	-	3 788	**6 747**
Guatemala	2 505	4 138	-	1 685	**8 328**	1 704	6 251	-	968	**8 923**	2 066	6 975	-	4 058	**13 099**	2 553	16 301	-	717	**19 572**
Haiti	9 227	36 306	7 029	936	**53 498**	14 816	28 067	3 285	3 457	**49 624**	16 299	23 012	-	2 426	**41 736**	7 047	15 770	-	678	**23 495**
Honduras	6 686	1 550	-	18 889	**27 125**	5 363	1 872	-	20 346	**27 581**	2 749	1 904	-	17 634	**22 288**	4 492	9 393	-	16 585	**30 471**
Nicaragua	2 463	2 952	-	777	**6 192**	4 922	2 064	-	1 252	**8 238**	3 962	1 446	-	891	**6 300**	6 022	364	-	124	**6 510**
Paraguay	-	1 803	-	-	**1 803**	-	942	-	-	**942**	-	1 079	-	46	**1 125**	-	44	-	152	**196**
Peru	-	-	-	804	**804**	-	-	-	662	**662**	-	-	-	686	**686**	-	11	-	1 276	**1 287**
Other regional expenditures	240	349	-	1 301	**1 899**	362	459	-	1 544	**2 365**	344	217	-	3 023	**3 584**	31	441	-	2 134	**2 606**
TOTAL REGION	**22 342**	**62 984**	**7 029**	**57 798**	**150 122**	**38 224**	**59 279**	**3 288**	**45 280**	**136 067**	**17 147**	**57 665**	**0**	**46 479**	**131 286**	**24 443**	**57 793**	**-**	**32 908**	**115 144**
Middle East and North Africa																				
Algeria	-	25 525	-	44	**25 569**	-	22 184	-	-2	**22 182**	-	17 399	-	18	**17 417**	-	15 710	-	38	**15 748**
Egypt	10 204	62	-	2 849	**13 115**	10 546	11 474	-	332	**22 352**	7 945	34 788	-	812	**43 545**	14 541	14 258	-	1 438	**30 237**
Iran (Islamic Republic of)	-	1 264	-	-	**1 264**	-	2 452	-	-	**2 452**	-	2 694	-	94	**2 788**	-	2 318	-	160	**2 478**
Iraq	465	20 167	2 135	77	**22 844**	151	23 824	-	16 309	**40 284**	-	126 277	836	-77	**127 036**	-	209 575	3 560	292	**213 428**
Jordan	-	15 614	-	1 430	**17 044**	552	143 667	-	79	**144 298**	2 923	239 695	-	252	**242 871**	6 549	137 926	-	968	**145 443**
Lebanon	-	9 831	-	-	**9 831**	-	143 103	-	-	**143 103**	-	295 953	-	-	**295 953**	-	186 069	-	3 387	**189 456**
Libya	-	6 914	1 145	-	**8 059**	-	364	44	-	**408**	-	746	-	-	**746**	-	4 880	-	-	**4 880**
Morocco	-	-	-	-	**-**	26	-	-	-	**26**	396	-	-	-	**396**	189	-	-	-	**189**
State of Palestine	-	58 608	-	88	**58 696**	-	63 915	69	117	**64 101**	-	85 687	1 219	2 001	**88 907**	-	49 462	483	2 307	**52 252**
Syrian Arab Republic	2 588	80 916	1 720	-	**85 224**	-	306 774	8 111	-	**314 885**	-	408 168	9 886	-	**418 054**	-	361 716	2 863	-	**364 579**
Tunisia	-	1 050	-	-	**1 050**	46	527	-	-	**574**	581	6	-	-	**587**	603	-	-	-	**603**
Turkey	-	2 909	-	-	**2 909**	-	49 865	-	-	**49 865**	-	68 431	-	-	**68 431**	-	43 862	-	195	**44 057**
Yemen	3 511	115 298	856	746	**120 411**	2 938	127 712	1 121	151	**131 922**	8 432	111 701	1 097	15	**121 246**	45	212 948	19 193	-	**232 186**
Other regional expenditures	-	1 052	-	65	**1 117**	-	928	-	515	**1 443**	-	561	-	1 633	**2 194**	-	1	-	1 127	**1 128**
TOTAL REGION	**16 768**	**339 218**	**5 857**	**5 296**	**367 130**	**14 260**	**806 750**	**9 325**	**17 504**	**847 839**	**20 247**	**1 382 988**	**13 058**	**5 549**	**1 421 842**	**21 927**	**1 238 727**	**26 099**	**10 112**	**1 296 865**
Other	242	3 776	6 752	99 251	**110 021**	122	2 872	1 569	96 768	**101 331**	184	1 012	4 467	87 254	**92 917**	-	-	504	111 707	**112 210**

[1] Excludes programme support and administrative costs. Please note that compared to APR 2013, expenses have been replaced with expenditures to ensure improved alignment with WFP's corporate management reporting standards.

[2] Includes all expenditures for bilaterals, trust funds, General Fund

Negative figures represent financial adjustments

ANNEX VIII-C: DIRECT EXPENDITURES[1] BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2012–2015

	2012		2013		2014		2015	
	USD thousand	%	*USD thousand*	%	*USD thousand*	%	*USD thousand*	%
DEVELOPMENT AND RELIEF:	**3 543 364**	**100.0**	**3 726 595**	**100.0**	**4 189 538**	**100.0**	**3 991 227**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	2 509 246	70.8	2 307 263	61.9	2 287 868	54.6	2 331 628	58.4
Low-income, food-deficit countries	3 346 537	94.4	2 520 989	67.6	2 228 311	53.2	2 939 757	73.7
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	2 413 614	68.1	2 185 487	58.6	2 195 280	52.4	2 114 083	53.0
Asia and the Pacific	663 184	18.7	517 626	13.9	473 108	11.3	485 707	12.2
Eastern Europe, Southern Europe and CIS	21 274	0.6	21 974	0.6	20 388	0.5	48 548	1.2
Latin America and the Caribbean	85 296	2.4	87 503	2.3	84 811	2.0	82 236	2.1
Middle East and North Africa	355 978	10.0	911 010	24.4	1 412 755	33.7	1 260 653	31.6
DEVELOPMENT:	**364 830**	**100.0**	**375 815**	**100.0**	**345 626**	**100.0**	**300 313**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	282 829	77.5	298 743	79.5	265 960	76.9	202 316	67.4
Low-income, food-deficit countries	357 110	97.9	358 848	95.5	287 949	83.3	230 260	76.7
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	217 528	59.6	235 005	62.5	218 503	63.2	167 159	55.7
Asia and the Pacific	96 078	26.3	83 589	22.2	66 179	19.1	64 775	21.6
Eastern Europe, Southern Europe and CIS	11 872	3.3	14 615	3.9	13 366	3.9	22 010	7.3
Latin America and the Caribbean	22 342	6.1	28 224	7.5	27 147	7.9	24 443	8.1
Middle East and North Africa	16 768	4.6	14 260	3.8	20 247	5.9	21 927	7.3

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[1] Exclusive of programme support and administrative costs. Please note that compared to APR 2013, expenses have been replaced with expenditures to ensure improved alignment with WFP's corporate management reporting standards.

[2] Actual classifications for each year.

ANNEX IX-A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS IN 2015

PARTNERS	No. of projects	No. of countries
FAO	121	65
UNICEF	107	55
UNHCR	60	39
WHO	41	32
OTHERS[1]	40	27
UNDP	32	25
IFAD	31	24
UNFPA	26	18
IOM	21	19
World Bank	12	9
UNAIDS	15	12
ILO	11	6
UN-Women	14	13
UNESCO	9	7
UN-HABITAT	3	2
UNEP	2	2

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[1] OTHERS include partnerships with United Nations peacekeeping missions, Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Industrial Development Organization (UNIDO) and the United Nations Office for Drugs and Crime.

ANNEX IX-B: 2015 COLLABORATION WITH NGOs AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Strategic Objectives (SOs)	Total no. partners[1]	% international partners	% national partners
SO 1: Save lives and protect livelihoods in emergencies	512	23	77
SO 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	447	20	80
SO 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	203	18	82
SO 4: Reduce undernutrition and break the intergenerational cycle of hunger	232	29	71

Programme activities	Total no. partners	International partners	National partners
Asset creation	468	74	394
Capacity development	85	25	60
General food distribution	349	86	263
Nutrition	382	90	292
School feeding	177	42	135

Distribution modalities	Total no. partners	International partners	National partners
Food distribution	864	137	727
CBTs	158	53	104

Services	Total no. partners	International partners	National partners
Monitoring	246	71	175
Storage	136	42	94
Transport	76	26	50
Other (assessment, beneficiary targeting, capacity development, project design, technical support)	119	44	75

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[1] To give a more complete account of collaboration, NGO and the International Red Cross and Red Crescent Movement partnerships have been included as "Partners". In 2015, WFP worked with 1,062 NGO and Red Cross and Red Crescent partners, many of whom collaborate with WFP in more than one activity.

ANNEX X: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)[1]

QCPR-related indicators	Target 2015	KPI 2015	KPI 2014	KPI 2013
Partnerships				
2.1 Strategic and operational partnerships fostered				
% of countries that have engaged in South-South cooperation or triangular cooperation supported by WFP (QCPR)	48	60	48	N/A
2.3 United Nations System coherence and effectiveness improved				
Proportion of common QCPR indicators that WFP has reported on during a reference year	100	89	75	N/A
1. % COs using common results-based management (RBM) tools and principles [QCPR]*	100	100	100	100
2. % COs that are applying the standard operating procedures or components of it [QCPR]	48	44	48	N/A
3. % of COs implementing common services, common long-term agreements, harmonized approach to procurement, common human resource management, ICT services or financial management services [QCPR]	93	86	93	N/A
4. % of Member States (Board) giving positive feedback on the quality of corporate reporting on results and mandates i.e. APR [QCPR]	100	100	100	100
5. Size (and trend) in funding from government and other non-government partner (including international financial institutions, regional development banks, civil society, private sector	100	100	100	N/A
6. Contribution in cash provided to the Resident Coordinator System [QCPR]	100	100	100	N/A
7. Contribution in kind provided to the Resident Coordinator system [QCPR][2]	100	-	-	-
8. Projects with gender marker code 2a or 2b [QCPR]	100	86	79	50
9. Percent of COs using the common United Nations Development Group capacity measurement approach [QCPR]	70	79	-	-
% of WFP project outcomes (new country programmes) consistent with United Nations Development Assistance Framework (UNDAF)	100	100	100	100

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[1] This is a subset of the QCPR-related indicators that WFP has committed to report on, which have been built into WFP's performance management framework.

[2] For 2015 it was not possible to report on common QCPR indicator 7, as WFP is awaiting the United Nations Development Group to develop assessment/reporting methodology.

Programmes				
4.1 Appropriate and evidence-based programme responses				
% of countries with an up-to-date disaster risk reduction (DRR) strategy (QCPR)	72	66	72	N/A
4.2 Alignment with government priorities and strengthened national capacities				
% of programme funds dedicated to strengthening national capacities (QCPR)	**Baseline**[3]	N/A	N/A	N/A

* CO – country office

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[3] Insufficient data was available in 2015 to report on this indicator and set the KPI baseline.

ANNEX XI: RESULTS OVERVIEW 2015: INVESTMENT CASES APPROVED BY THE STRATEGIC RESOURCE ALLOCATION COMMITTEE

Critical Corporate Initiatives

As part of the WFP Management Plan (2015–2017), the Board approved a number of critical corporate initiatives to accelerate organizational improvements focusing on value for money. One-time initiatives were presented to the Strategic Resource Allocation Committee as investment cases detailing activities, outputs, key performance indicators and target results. A total of USD 9.2 million in non-recurring investments was approved under all five Management Result Dimensions.

1. *People (USD 1.9 million)*

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Diversity and inclusion strategy	Introduction of INSPIRE women's leadership and career development programme, with the INSPIRE network as a platform for women to share strategies and best practices and develop contacts and resources for self-development	% of women in leadership positions participating in INSPIRE	25% of eligible participants	164 women have participated in the INSPIRE programme since December 2013. Feedback scores from the 6 sessions held in 2015 were 4.2/5. Participants reported increased confidence, definition of priorities and achievement of goals as the main benefits	45% – 109 trained out of 242 eligible
Locally recruited staff project	Transfer of national staff from United Nations Development Programme (UNDP) to WFP/FAO administration	% of national staff transferred to WFP/FAO administration	100%	All 3,400 national staff members were transferred to the WFP/FAO administrative framework	100%

2. *Partnerships (USD 300,000)*

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Partnership resource centre	Establishment and maintenance of a corporate partnership resource centre	% of planned numbers of guidelines available and training sessions provided	Country offices, regional bureaux and Headquarters using the website – baseline established; 2 training courses conducted; multi-divisional materials available	The resource centre was launched in July 2015 and populated with material from divisions and bureaux. By December 2015 the website had had 702 visitors and 6 partnership training sessions had been conducted, 3 at Headquarters, and 1 each in the Bangkok, Johannesburg and Nairobi regional bureaux	100%

3. Processes and Systems (USD 2.6 million)

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Organizational strengthening and global change team	Development of a prioritization framework based on review of audits, evaluations and Board decisions and recommendations, to assess their relevance to the overall change process	Development of a prioritization framework	Prioritization framework approved	The Innovation and Change Management Division facilitated management's discussion of WFP's vision for the SDGs. The Leadership Group, Executive Management Group and Global Management Meeting (GMM) provided inputs to define WFP's new focus areas, which incorporate the 21 corporate outputs for organizational change until the end of 2016	100%
Integrated supply chain management	Provision of operations support through the Supply Chain Management Working Group (SCM WG) for all Level 3 emergencies and complex operations	% of planned number of Level 3 emergencies with supply chain dashboards	Supply chain dashboards produced in 100% of Level 3 emergencies	The SCM WG provided regular operational support to all Level 3 responses – Central African Republic, Iraq, Nepal, South Sudan, Syrian region, West African Ebola and Yemen – through the facilitation and creation of end-to-end supply chain dashboards	100%
Upgrading of WFPgo	Rebuilt intranet platform	Roll-out of rebuilt WFPgo	100%	Roll-out of the rebuilt WFPgo started in March 2016. The user research and needs assessment phase took longer than scheduled, delaying all other phases of the project	60%

4. Programmes (USD 700,000)

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Upgrading of WFP's public website	Fully upgraded WFP.org	Roll-out of WFP.org	50%	The new structure of WFP.org has been defined and is presented in a report, which outlines the criteria used to make choices, the content to be included under each item and the cross-links among sections	100%
Public awareness and branding	Development of a public awareness and branding campaign	Roll-out of the campaign	100%	A 12-month online campaign using consistent messaging and positioning zero hunger as a necessary condition for future progress was implemented. Target audiences were online advocates, potential donors and influencers of public opinion	100%

5. *Accountability and Funding (USD 3.7 million)*

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Financial Framework Review (FFR)	a) Establishment of resource-based planning (RBP) to facilitate resource management of funded requirements and advocacy on needs-based requirements	a) RBP methodology developed and rolled out to country offices – number of resource-based plans rolled out	a) At least 2 pilots established	a) Resource-based plans for 8 pilot countries were developed to facilitate worldwide implementation of RBP and equip project managers and Country Directors with a tool that combines contribution forecasting and supply chain and resource management	a) 100%
	b) Development and piloting of a macro advance financing model in selected country offices to identify potential benefits and challenges	b) Number of countries piloting the model	b) At least 2 pilots launched	b) Macro advances for 4 pilot countries were approved in December 2015; initial advance allocations of approximately USD 90 million were made	b) 100%
	c) Review of operational budget structure, including country portfolio budget options	c) Review designed and presented in consultations with stakeholders, donors and the Board	c) Options for country portfolio approach reviewed	c) Work on reviewing WFP's operational budget structure started in April 2015. Senior managers nominated participants for an expert working group, which identified issues in the current budget structure and options for a future structure. 5 country offices operating in different contexts gave their perspectives on sample structures, and elements of a new country portfolio budget were defined at a workshop in November and endorsed by the Leadership Group	

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Decentralized evaluations	Initial strengthening of the decentralized evaluation function: a) testing of guidance on monitoring and reviews at a validation workshop b) provision of technical advice on demand to country offices and regional bureaux c) design of quality assessment	% of guidance material available to country offices	100%	A step-by-step process guide for decentralized evaluation was drafted: a) the draft guidance was validated by regional bureaux and country offices at the first global evaluation meeting b) a help desk became fully operational and provided support to regional bureaux and country offices on 20 evaluations c) development of a quality assessment system was initiated and will continue in 2016	100% The guidance will be finalized after the 2016 pilot phase, incorporating suggestions from country offices involved in the pilot

Reallocations of PSA Savings

In addition to the critical corporate initiatives, USD 8.1 million of savings from the PSA budget were reallocated to investment cases presented to the Strategic Resource Allocation Committee for approval. These PSA-funded investment cases defined activities, outputs, key performance indicators and target results.

6. *Support to selected functions (USD 1.1 million)*

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Reporting on the evaluation function	Expansion and enhancement of reporting on the evaluation function: a) design of a reporting framework and accompanying management information systems b) incorporation of decentralized evaluation into the evaluation policy and strategy	% completion of the evaluation function reporting framework, and initiation of the management information systems	100%	a) The Office of Evaluation's systems for reporting on the centralized evaluation function were analysed in relation to the new evaluation policy; development of a system for overseeing the quality and extent of the enhanced evaluation function throughout WFP was started and will continue in 2016 b) All elements of the decentralized evaluation function were incorporated into the new evaluation policy	100%
Technical expertise to exceed the requirements of the United Nations System-Wide Action Plan for Gender Equality and the Empowerment of Women	Mainstreaming of gender at all levels and in all areas of WFP's work	% of WFP's functional areas that are producing, measuring and reporting on results towards gender equality goals	60%	a) The WFP gender policy was approved at the May 2015 Board session, following a comprehensive consultative process b) A Gender Action Plan (GAP) was formulated with lead units across WFP ensuring accountability for gender mainstreaming in all functional areas c) Regional bureaux elaborated regional strategies for GAP implementation, to be presented to the Board in June 2016. These strategies mainstream gender equality and women's empowerment goals in context-sensitive ways and will guide gender activities in the regions for the next 5 years d) A theory of change for WFP's gender work has been elaborated to illustrate gender mainstreaming in operations and programmes;	60%

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
				the theory of change will also be used to formulate new gender-specific and gender-mainstreaming indicators for all of WFP and will be included in the Corporate Results Framework e) The gender certification pilot project in the country offices of Myanmar, Peru and South Sudan will culminate in an award ceremony in June 2016. The project rewards excellence in gender work in country offices	

7. *Mainstreaming of critical corporate initiatives started in previous years (USD 1.9 million)*

Investment	Output description	Key performance indicator	2015 target result	2015 results	2015 results against target
Financial risk management for CBTs	Development of templates and guidelines for use by country offices in assessing countries' financial sectors, and assessing, selecting and contracting financial service providers	Number of country offices using tools to incorporate risk management into CBT interventions	50	A record of 40 country offices used templates to assist the assessment and selection of financial service providers. Tools and guidance have been enhanced	80%
Internal controls	Annual Statement on Internal Control	% of annual statements on internal control completed	100%	All 2015 assurance statements were completed and received	100%
WFP Operations Centre (OPSCEN)	Level 1 OPSCEN capability	% of Level 2 and Level 3 emergency responses with dedicated operational information managers	80%	With this capability in place, OPSCEN was able to tap into WFP's global reporting network to receive timely information and provide an overall picture of operations to inform decision-making	100%

8 Support to recurring expenditure for WFP's future effectiveness (USD 5.1 million)

Investment	Output description	Key performance indicator	2015 target result	Description of 2015 results	2015 results against target
Enhanced technical capacity in regional bureaux	a) Provision of timely programme-related technical support to the country offices under the Cairo Regional Bureau (RBC) b) Provision of policy/strategy guidance to country offices in RBC	a) % of closed projects that reported achievement of planned outcomes b) % of corporate procedures/directives reviewed and with guidance issued to country offices	a) 80% b) 100%	1. A national monitoring and evaluation (M&E) officer posted at RBC supported data analysis of outcome indicators in countries with limited M&E capacity – Iraq, the Islamic Republic of Iran, Iraq, Libya and Ukraine – and in the Syrian regional emergency operation covering Iraq, Jordan, Lebanon and Turkey. M&E officers also supported M&E capacity development for country offices, including through on-the-job training of Egypt's country office M&E team, field monitors in Iraq and third-party monitors in Iraq, Jordan and Libya. The RBC M&E function was also able to support country offices on the measurement of outcome indicators, the design module of COMET, the assessment and selection of third-party monitors, and follow-up on remote monitoring agreements including launch of a long-term agreement on M&E preparedness. 2. An additional P4-level programme officer for resilience provided programme and technical support to country offices operating in particularly complex environments, including Algeria, Lebanon, State of Palestine, the Sudan and the Syrian Arab Republic, where livelihood strategies and options for programming were developed as a	a) 100% b) 100%

Investment	Output description	Key performance indicator	2015 target result	Description of 2015 results	2015 results against target
				result. In some of these country offices, capacities have been reinforced as a result of RBC's investments and enhancements in resilience. 3. An additional P2-level human resources officer facilitated expansion of RBC's role through integration of the Syrian regional emergency into the work of RBC, including by reviewing the staffing and structure of the enlarged office.	
	Roll-out of M&E Learning Programme (MELP)	Number of staff members who completed modules of MELP	90 staff members trained	90 learners were expected to participate in the three-stage MELP, which involves on-line learning, workshop learning and a post-workshop action planning phase. With 97 graduates recorded, the learning programme has exceeded expectations	100% – 97 staff members trained
Restructuring of partnership cooperation	Development of strategic partnership agreements with emerging donor countries	Number of partnership agreements in new areas of partnership	2 new agreements signed	2 main partnership agreements were signed, with the King Salman Centre and the Red Crescent Society of the United Arab Emirates	100%
People	Roll-out of the excellence training programme	% of staff members who completed the programme	50	Of the 83 participants enrolled in 2015, 78 completed the programme over periods of 5–8 months	100% – 78 staff members completed the programme

Acronyms Used in the Document

AAP	accountability to affected populations
APR	Annual Performance Report
ART	anti-retroviral therapy
AU	African Union
CBT	cash-based transfer
CD&A	capacity development and augmentation
CFS	Committee for World Food Security
CIS	Commonwealth of Independent States
COI	conflict of interest
COP21	United Nations Framework Convention on Climate Change
CP	country programme
CPB	country portfolio budget
CRF	Corporate Results Framework
CSP	Country Strategic Plan
DEV	development project
DOT	directly observed treatment
EFSA	emergency food security assessment
EMG	Executive Management Group
EMIS	Education Management Information System
EMOP	emergency operation
EPCI	emergency preparedness and response capacity index
ETC	emergency telecommunications cluster
FAO	Food and Agriculture Organization of the United Nations
FASTER	Functional and Support Training for Emergency Response
FCS	food consumption score
FDP	Financial Disclosure Programme
FFA	food assistance for assets
FFR	Financial Framework Review
FFT	food assistance for training
FoodSECuRE	Food Security Climate Resilience facility
FPTS	Food Procurement Tracking System
FSOM	food security and outcome monitoring
GAP	Gender Action Plan
GCMF	Global Commodity Management Facility
GMAF	Gender Mainstreaming Accountability Framework
GNI	gross national income
GSS	Global Staff Survey

IASC	Inter-Agency Standing Committee
IDP	Internally displaced person
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
IRA	Immediate Response Account
IR-PREP	Immediate-Response Account for Preparedness
KPI	key performance indicator
LESS	Logistics Execution Support System
LMS	Learning Management System
M&E	monitoring and evaluation
MAM	moderate acute malnutrition
MDG	Millennium Development Goal
MELP	M&E Learning Programme
MRD	Management Result Dimension
MRF	Management Results Framework
MSLS	monthly subsistence living sum
mVAM	mobile vulnerability analysis and mapping
NCI	national capacity index
NGO	non-governmental organization
OIG	Office of the Inspector General
OPSCEN	WFP Operations Centre
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement programme
PDM	post-distribution monitoring
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
RBC	Cairo Regional Bureau
RBP	resource-based planning
RC	Resident Coordinator
RWA	respectful workplace advisor
SCM WG	Supply Chain Management Working Group
SCOPE	WFP's corporate digital beneficiary and transfer management platform
SDG	Sustainable Development Goal
SPR	Standard Project Report
SPRING	Strengthen Partnerships, Results and Innovations in Nutrition Globally

SQUEAC	Semi-Quantitative Evaluation of Access and Coverage
SRAC	Strategic Resource Allocation Committee
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition (movement)
TB	tuberculosis
TB-DOTS	tuberculosis directly observed treatment
TPDS	Targeted Public Distribution System
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
WHO	World Health Organization
WHS	World Humanitarian Summit
WINGS	WFP Information Network and Global System

Decision 2016/EB.A/2 adopted by the Executive Board of the World Food Programme at its annual session of 2016 (13-17 June 2016)

Annual Performance Report for 2015

The Board approved the Annual Performance Report for 2015 (WFP/EB.A/2016/4*), noting that it provides a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11 and to ECOSOC's resolution E/2013/L.17 and the FAO Council's decision at its 148th Session in 2013, the Board requested that the Annual Performance Report for 2015 be forwarded to ECOSOC and the FAO Council, along with the present decision and the Board's decisions and recommendations for 2015.

14 June 2016